




3 1761 11648959 2



Digitized by the Internet Archive
in 2023 with funding from
University of Toronto

<https://archive.org/details/31761116489592>

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: M-8-A

POSITION TITLE: Director General, International Programs

GENERAL ACCOUNTABILITY

Is accountable for the overall formulating, planning, policy, direction and management of all international programs, projects and initiatives of the Department.

ORGANIZATION STRUCTURE

This is one of 11 positions at the first level reporting to the Deputy Minister. The others are: Senior Assistant Deputy Minister, Agriculture Programs; Assistant Deputy Ministers, Research; Food Production and Inspection; Agriculture Development; Policy; and Corporate Management; Associate Deputy Minister, Grains and Oilseeds; and Directors General of Prairie Farm Rehabilitation Administration; Personnel; and Communications.

Specific functions of the five positions reporting to the Director General, are:

Director, International Trade Policy (Staff of 16) is accountable for the planning, development, implementation and maintenance of all policies, programs and strategies required at the national and international levels to achieve government and sectoral objectives of maintaining Canada's competitive position in foreign agriculture markets, while enhancing agri-food exports and related international interests.

Director, International Affairs (Staff of 23 plus 5 overseas projects) is responsible for the proper and effective management, formulation of policy, advice and co-ordination of the Department's international relations and activities, both in a bilateral and multilateral context, with counterparts abroad.

Director, International Market Development (Staff of 16) is responsible for the conception, development and implementation of the Department's agri-food market development, promotional and trade-oriented programs and activities; for the identification and development of both new and expanded international trade opportunities; for the analysis of international market intelligence and the subsequent correlation with the production and export capability of the Canadian food industry.

Director, International Agriculture Development (Staff of 7 plus 20 overseas projects) is responsible for managing the Department's international technical assistance activities, through development of policy, project planning, program co-ordination and project management by building good relations abroad and demonstrating areas of excellence of Canadian agriculture in potential markets.

Chief, Planning and Management Services (Staff of 3) is responsible for administering the budgets and accounts, human resources, facilities, planning, materiel acquisitions and providing a central administrative service to the Branch; develops, recommends and implements long-range financial and administrative plans and procedures to contribute to the effective management of the branch.

NATURE AND SCOPE

The Department carries out a broad variety of programs aimed at achieving continued growth and improvement of Canada's agricultural and food industries. These programs are governed by 45 Federal Acts. Most departmental programs are carried out in co-operation with the provinces. Many of the programs are complex, requiring inter-branch, inter-departmental and inter-governmental liaison and co-ordination with the agri-food industry, associations and powerful interest groups. The Minister is also responsible for several Crown Corporations involved in industry regulation, program delivery and marketing.

The Director General is responsible for initiating, formulating and directing departmental trade policies and export programs as well as international affairs of the Department and related activities. This involves initiating and recommending policies, courses of action and strategies to the Ministers, DM, branch heads of the Department and inter-departmentally. The DG is responsible for ensuring that medium and long-term policies and planning of all international activities and initiatives of the Department are both compatible with and in support of the government's foreign policy, national priorities and international commitments. The DG is also responsible for providing effective and timely service and advice to departmental clientele and the agri-food sector.

Continued strength of agri-food exports now comprising 50% of Canada's cash farm income is essential to the Canadian economy. International competition is fierce and the level of exports (\$2.2 Bil [Constant] annually) requires extensive and carefully planned and effectively implemented programs by the federal government, provinces and industry. The DG directs the overall departmental international thrust and co-ordinates ensuing initiatives with the international mandates and efforts of other branches, federal and provincial departments, crown corporations and the private sector.

The DG actively participates in development of national agricultural trade policies, provides relevant analyses and advice, and represents Canada at multilateral and bilateral agriculture trade discussions and at negotiations under the GATT.

The DG evaluates the implications of Canadian agri-food trade policies related to trade practices, quotas, barriers to entry, and food emergencies, and provides advice on the agri-food trade situation, export financing and international trade relations, in order to protect and enhance Canada's presence and competitive position in international markets.

The DG is responsible for agri-food export market analyses, market and trade intelligence, for stimulating and influencing the development and expansion of Canadian agri-food markets, export of technologies and services, and encouragement of private sector participation. The DG facilitates the organization of market development initiatives through government or private sector programs. The DG is responsible for the analyses of consumer preferences to assist clientele in developing and marketing appropriate products and participates in the development, prioritization and implementation of the international component of commodity-based agri-food development strategies.

The DG participates in establishing, defining, promoting and promulgating Canadian policy positions in both bilateral and multilateral areas with significant leverage and influence on agri-food policies and program development of a number of agencies of the United Nations and other international institutions, and agricultural policies of other countries.

The DG is responsible for the development of departmental policies and programs to provide input into Canada's agricultural development strategies for third world countries and for developing the logistics for enhancing linkages between aid and trade as a means of improving income and employment in domestic agricultural sectors. The DG plans and implements development assistance packages and projects to stimulate agricultural development and trade with the third world nations and acts as the executing agency on behalf of the Department for development assistance projects, and plans, manages and controls resources drawn from other branches, CIDA, the provinces, universities and the private sector to implement effectively such projects to improve domestic economy, both in Canada and recipient countries.

The DG is a member of the Department's Executive Committee, is chairman of many committees and is ex-officio chairman of several standing committees and institutions of the United Nations and other international organizations.

DIMENSIONS (Constant Dollars):

PYs:	68 (plus 25 for Overseas Projects and Commercial Activities)
Salary, operating and maintenance budget:	\$1,240,694
Annual Operating Budget for Overseas Aid Projects:	\$3,722,084

SPECIFIC ACCOUNTABILITIES

- 1 Conceptualizes, develops, and implements developmental strategies, in liaison with External Affairs and International Trade Canada, for strengthening the linkages between Canadian foreign policy objectives and Canadian domestic development, trade, marketing and international aid objectives as related to the agri-food sector.
- 2 Provides analytical information on Canada's agricultural markets and trade potential, maintaining a Departmental trade market intelligence and information system as a basis for such information.

- 3 Provides continuing leadership in representing Canada in areas of agricultural trade and tariffs, such as Canada/U.S. trade, negotiations under the GATT, and other multilateral and bilateral trade discussions and removal of quotas and other barriers to trade.
- 4 Manages and strengthens the Department's established lead role in the co-ordination of Canadian participation in the principal international food and agriculture agencies.
- 5 Develops and implements memoranda of understanding, agreements and arrangements with foreign departments of agriculture on behalf of the Department.
- 6 Advises and participates with External Affairs and International Trade Canada (EAITC) and Canadian International Development Agency (CIDA) in the development, management and control of plans and programs to provide and improve the services of agricultural specialists in posts abroad, in multilateral organizations, at international research institutes and in bilateral CIDA projects.
- 7 In liaison with EAITC, Canadian Commercial Corporation and other commercial financial institutions, develops plans, programs, and other measures to arrange financial support to enhance Canadian marketing and trade opportunities in international markets for agricultural products, services and technology.

EVALUATION RATIONALE

Director General, International Programs

KNOW-HOW

- G Mastery of the Canadian agricultural industry and of the programs, opportunities and constraints affecting the international market place. Knowledge of the changing world political and economic climate and of the roles and responsibilities of international organization as involved in trade, financing and aid programmes.
- III Department-wide coordination of international activities, including development of agriculture trade policies and trade strategies, and in the negotiations of trade agreements, market development, agriculture development assistance and export financing.
- 3 Successful achievement of objectives requires the position to influence officials in other departments and industry and to participate in international organizations and the negotiations of trading agreements.
- 800 Highest number reflects a tendency towards a broad managerial know-how; the management challenge is at the policy level.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined agriculture, trade and economic policies and objectives of the department and the government as a whole.
- 4 Creative and analytical thinking required to represent Canadian agriculture interests in the highly competitive international market place; to ensure Canadian agriculture commodities are aggressively and competitively marketed, to ensure Canada receives full benefits for all agreements and to represent Canadian interest in the trade negotiations.
- (57) Lower percentage indicates that guidance in the form of clearly stated commodity objectives is available.

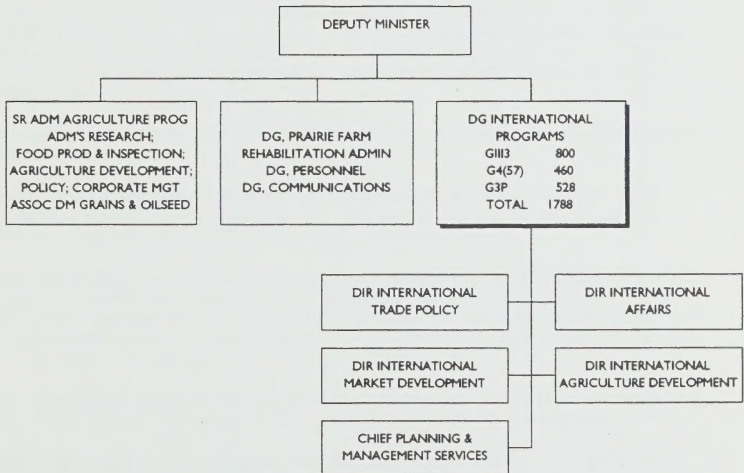
ACCOUNTABILITY/DECISION MAKING

- G Position reports to the Deputy Minister and provides the highest level of advice to senior management on international issues.
- 3P The position has a primary impact on international activities of the Department. The proxy selected to represent these activities is an annual operating budget of \$1.2 million (Constant).
- 528 Lowest number reflects dollars and a freedom to act constrained by the involvement of other branch heads, given the position is primarily a problem solver and advisor.

SUMMARY

GH13	800	G4(57)	460	G3P	528	1788	A1
------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: M-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: M-7-A

POSITION TITLE: Director General, International Relations

GENERAL ACCOUNTABILITY

Is accountable for the conceptualization, development and implementation of policies, programs and strategies required at the international level to promote, protect and achieve national communications and cultural interests and objectives.

ORGANIZATION STRUCTURE

This is one of eight positions at the second level which report to the Assistant Deputy Minister, Corporate Policy. The others are: Director General, Federal/Provincial Relations; Director General, Information Services; Director, Program Evaluation; Director, Legal Services; Director General, Strategy and Plans; Director, Sector Policy Coordination; and Director, Internal Audit.

Specific functions of the six positions reporting directly to the Director General, International Relations are:

Director, Trade Policy and Canada/USA Telecommunications (Staff of 5) manages the Canada/USA communications relationship and formulates DOC's policies and strategies concerning trade in communications and cultural products and services;

Head, World Administrative Radio Conference and Consultative Committee Affairs (Staff of 7) manages the Canadian participation, by both government and the private sector, in the International Telecommunications Union's radio, telegraph and telephone committees to work out international standards for the operation of telecommunications systems and the efficient use of the radio frequency spectrum;

Head, Multilateral Telecommunications (Staff of 3) manages the identification, assessment and promotion of Canadian telecommunications interests in international organizations;

Director, Bilateral Telecommunications, Planning and Development (Staff of 5) directs visits and missions of senior departmental officials to other countries and of senior communications officials of other countries to Canada, to promote the international marketing of Canadian communications and cultural products;

Director, International Cultural Affairs (Staff of 7) manages departmental participation in international cultural activities to promote the international marketing of Canadian cultural products;

Special Advisor, International Informatics: (Staff of 1) formulates and implements Canadian policies on the international aspects of informatics.

In addition, there is an immediate staff of five positions: one administrative assistant, secretary/administrative assistant, one clerk responsible for the International Documents Centre, and two word processor operators.

NATURE AND SCOPE

Under the Department of Communications Act, the Minister of Communications is empowered, *inter alia*, to "take such action as may be necessary to secure by international regulation or otherwise, the rights of Canada in communications matters". Since nowhere is it spelled out what these "rights" are nor how to "secure" them, the DG must take the initiative to work out objectives and strategies and policies for realizing them and for adapting these strategies and policies to fast-changing technological developments and situations.

There are very few precedents on how to establish a new equilibrium in international communications without destroying the stability which is needed upon which to base investment decisions on communications facilities and without restricting the international flow of essential communications. As a country in the forefront of new communications technologies but sensitive to the aspirations of developing countries, Canada has a continuing special role to play in adapting the international system.

A difficult multilateral communications and cultural forum will continue to be UNESCO, which is the focal point in the UN system for measures to establish a "new world information and communication order", i.e. to close the "communications gap" in "hardware" and "software" between developing and developed countries.

Canada's key bilateral relationship is with the USA. It is the most sophisticated communications/cultural relationship between any two countries. The many facets of this relationship are so diverse (ranging from the very technical to industrial/commercial and to questions of "content" and Canada's cultural sovereignty/identity) that managing the relationship is a very complex process, requiring the mastery of a wide range of issues and ingenuity in resolving problems and in balancing competing interests. Canadian policies vis-à-vis the USA must strike a reasonable balance between the need to maintain viable Canadian communications and broadcasting systems and cultural industries, on the one hand, and the realities of the North American situation, on the other hand.

A priority objective in most international activities is to identify opportunities and create the conditions for Canadian industry to win foreign contracts in the USA, Western Europe and key developing countries. This includes not only communications "hardware" and "software" but cultural products such as films, books, records and television programs.

Working together with DOC's Cultural Affairs and Broadcasting Sector and External Affairs' International Cultural Relations Bureau, the International Relations Branch is responsible for ensuring that domestic policies and measures to strengthen the Canadian cultural industries take advantage of opportunities provided by cooperation with, and exports to, other countries, as well as take into account international realities.

The DG is the most senior official, not only within the Department but within the Canadian Government, responsible on a full-time basis for conceptualizing, developing and implementing communications and cultural policies and strategies at the international level.

The DG is responsible for ensuring that international strategies and policies are developed in consultation with other affected federal departments and agencies, affected provincial departments and agencies, and the private sector (e.g., Telecom Canada, CNCP). Telecommunications and Bell Northern Research have a formal status within the ITU).

The DG must be able to achieve results in unwieldy multilateral forums (such as ITU, UNESCO, UN Outer Space Committee), where decisions are being taken increasingly by consensus rather than voting, and in difficult bilateral contexts such as the Canada/USA communications and cultural relationship. This requires leadership and sensitive but dynamic diplomacy. It also requires mastery of technical issues, the political and philosophical positions of all countries, an understanding of and sensitivity to the aspirations of developing countries, and expertise in negotiations and in the development of international law and regulations. It is a major challenge to be able to sustain internationally Canada's reputation as a country in the vanguard of technical developments and creative approaches in the field of communications and culture, combined with a particular sensitivity to the problems of developing countries.

Full-time operational accountability remains with the DG. Day-to-day decisions to solve problems are usually taken by the DG without seeking instructions from more senior officials. This is particularly required at international conferences, meetings and negotiations where there is a need for timely and independent decisions and actions. The major control is the performance measurement of results achieved.

DIMENSIONS (Constant Dollars)

Person-Years

Department	2,416
Directorate	36

Salary, operating and maintenance budget

Department	\$39 Mil
Directorate	\$604,154

Grants and Contributions	\$66 Mil
--------------------------	----------

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that Canadian policies and strategies are developed and implemented, and that Canada's communications and cultural interests are promoted and protected at the international level by effective representation in multilateral fora and in bilateral relationships and negotiations.
- 2 Ensures that important international developments are reflected in Canada's national communications and cultural policies so that these policies remain viable.
- 3 Ensures that the international regime regulating telecommunications, worked out in the many activities of the ITU, continues to be responsive to Canadian interests.

- 4 Ensures that the wide range of Canadian communications and cultural issues at play in the complex Canada/USA communications and cultural relationship is managed so that general and specific Canadian objectives and results are achieved and so that any bilateral irritants do not disrupt the overall mutually beneficial relationship.
- 5 Ensures that substantial new markets for Canadian communications and cultural products are developed in key developed and developing countries.
- 6 Ensures that the legitimate interests of developing countries are accommodated within the international communications system, so that the effectiveness of the system in satisfying Canadian requirements will not be disrupted.

EVALUATION RATIONALE

Director General, International Relations

KNOW-HOW

- G Mastery of field of international telecommunications and the related objectives of other departments and agencies, to represent these various interests in conferences of international bodies and at meetings with Intelsat, European Space Agency and other similar organizations.
- III Conceptual coordination of activities related to the telecommunications field is required to coordinate its various sectors in the areas of international arrangements, development, space, informatics and radio.
- 3 Successful achievement of objectives requires incumbent to reflect the government's agenda for communications and culture and to represent Canada's interests in international agencies.
- 700 As senior departmental official in an international field, the incumbent must be in a position to provide ADM with authoritative advice.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies under general direction in coordinating and representing the different related interests in the field of telecommunications further ensuring that provincial and industry requirements are taken into consideration.
- 4 Analytic and constructive thinking is required in formulating and proposing departmental objectives and priorities in the various elements of telecommunications ensuring that the interests of all parties (i.e. Dept., federal depts., province and industry) are considered.
- (57) Higher percentage reflects a tendency to uncharted thinking challenge in the development of solutions acceptable to the government's domestic and international partners.

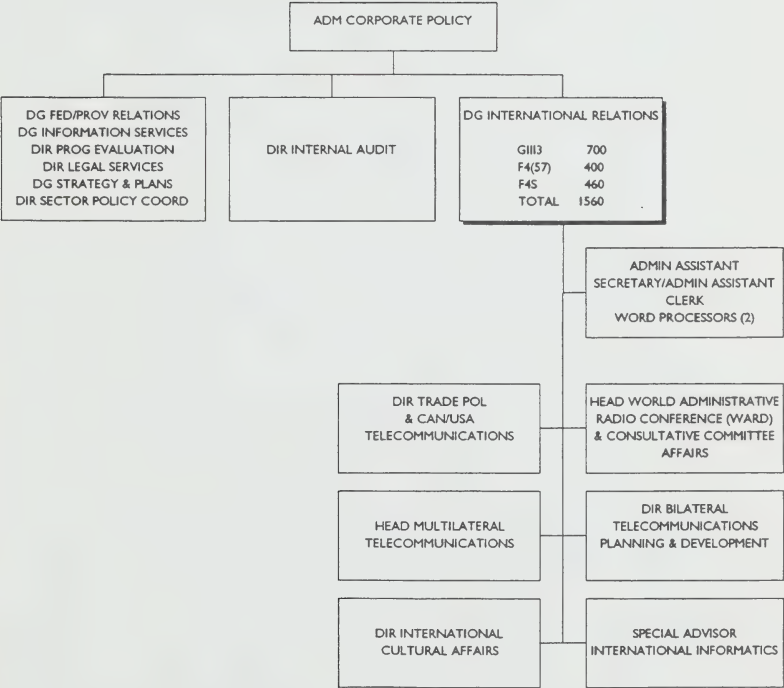
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM Corporate Policy, receives general managerial direction in the development and promotion of Canadian interests in the field of telecommunications.
- 4S The position has a strong contributory impact on Canada's international communications and cultural commitments. The proxy selected to represent these commitments is a Grants and Contributions budget of \$66 Mil.
- 460 High number reflects the freedom of the position to act in representing Canada in addressing sensitive international issues and negotiating allocation of funds to international agencies.

SUMMARY

GIII3	700	F4(57)	400	F4S	460	1560	A1
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: M-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: M-6-A

POSITION TITLE: Director, International Affairs

GENERAL ACCOUNTABILITY

Is accountable for the provision of advice on policy trends, application, conflict and their resolution regarding international agricultural trade and developments as they relate to the work of the Department in both multilateral and bilateral contexts.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Director General, International Programs. The others are: Directors, International Trade Policy; International Market Development; International Agriculture Development; and Chief, Planning and Management Services.

Specific functions of the positions reporting to the Director, International Affairs are:

Chief, Multilateral Affairs (Staff of 10) is responsible for the analysis, planning and coordination of the Department's interests vis-à-vis the multilateral organizations involved in agriculture; for the day-to-day administration of Canada's pledge to the world food program; and for developing departmental policy positions on Canadian food aid and the international proposals regarding world food security/food aid.

Chief, Bilateral Affairs (Staff of 6) is responsible for analyzing, planning and coordinating the Department's overall bilateral relations; preparing memoranda of understanding; briefing for and organizing incoming and outgoing high level visits, collecting, analyzing and disseminating foreign agricultural intelligence, and for the management of the Department's corporate missions fund.

Chief, Overseas Projects (Staff of 5 plus 5 overseas on projects) is responsible for analyzing, planning and coordinating the Department's involvement in overseas technical assistance; providing administrative services for development projects executed by the Department on behalf of the Canadian International Development Agency (CIDA); and for the implementation of departmental policies regarding technical assistance.

NATURE AND SCOPE

Directorate operations are determined by the changing world agricultural situation, the political and economic forces at play in the Canadian agricultural economy and the interaction between them. Canada is one of the world's largest exporters of agricultural products, with exports accounting for about fifty percent of Canada's farm cash receipts. Canada is also a major donor of agricultural food aid and agricultural development assistance to the developing countries.

The Director is responsible for the coordination and assessment of initiatives and activities relating to technical assistance, foreign intelligence, food aid, international organizations, foreign visits, scientific and technical cooperation and exchange with specific countries with and without formal agreements. The Director must ensure that the Department's international activities are coordinated and consistent with the Government's overall international economic, trade and aid policies and sectoral priorities.

The Director must review and advise on requests for technical assistance being received from countries which may not have a high priority in CIDA's foreign programs, but which could become valuable commercial markets for Canadian agriculture.

A major responsibility of the Director is to recommend to the Director General how the Department is to reconcile its goal of facilitating the growth of Canadian agriculture with the government's international development assistance and domestic economic and commercial policy objectives.

The Director has the primary responsibility to monitor and coordinate all departmental activities which impact on international relations. Although the line branches have primary responsibility for the development of line programs and operating policies, the Director is responsible for ensuring that they are consistent with and reinforce the Department's basic goals and complement the objectives and goals of other departments, agencies and the government.

The Director ensures that international implications are adequately taken into account in the development of departmental domestic and international policies and programs. It is the Director's responsibility to identify emerging areas of conflicting goals and priorities within the Department and interdepartmentally and to recommend appropriate action to resolve these conflicts. This requires tact, diplomacy and negotiating skills for dealing successfully with other departments and agencies which may have overlapping legislative responsibility for various aspects of Canada's international agricultural relations.

The main functions of the Director are to:

- liaise with other government departments for the formulation of economic, commercial and technical assistance policies, and to ensure that the Department's goals and objectives are effectively presented and taken into account by other departments;
- provide, as the principal source, analysis and policy advice regarding food aid and international agricultural development assistance;
- represent Canada at multilateral agricultural and food organizations, such as the Food and Agriculture Organization of the United Nations (FAO). There has been a proliferation of international organizations dealing with agriculture which the Director must keep under review and ensure that they service the interests of Canadian Agriculture as well as Canada's foreign policy and international aid objectives;
- develop the critical elements of a long-range policy planning system to meet the needs of the Directorate and to advise the Director General on current and long term international trends having particular impact on Canadian agri-business.

Institutional controls on the freedom to act and solve problems are only restricted by federal legislation pertaining to agriculture, public service regulations and Treasury Board directives. The Director General reserves the final approval of policies and major plans. Approval of interim policies and plans together with the interpretation of approved policy for international affairs rests with the Director.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	12,652
Directorate	23 (including 15 financed by CIDA)

Directorate salary, operating and maintenance budget	\$276,344
--	-----------

SPECIFIC ACCOUNTABILITIES

- 1 Provides and ensures effective and efficient management of the Directorate and its resources resulting in high morale, productivity, and good working relationships in the international field, and ensures policies and procedures are both legally and administratively defensible.
- 2 Formulates and recommends new policy and changes to existing policy to contribute to the overall discharge of the Department's mandate within an ever-changing social and economic milieu.
- 3 Ensures that the Department's trade, and international development assistance and international relations activities are coordinated and consistent with the government's overall national development and international economic, trade and aid policies, and that international implications are adequately taken into account in the development of departmental domestic policies and programs.
- 4 Develops and analyzes international policy initiatives and alternatives for senior management and ministerial consideration, and recommends new policies or modifications to existing policy.
- 5 Ensures Canadian government priorities and concerns are reflected in the evolution of international food initiatives proposed by such bodies as the FAO, WFP and WFC.
- 6 Directs and identifies CIDA programs and projects which can be used to further Canadian agriculture's commercial interests while at the same time meeting the government's humanitarian and aid effectiveness objectives.
- 7 Provides information analyses of foreign agricultural policy developments which may impact on the Canadian agricultural sector.

- 8 Develops and maintains effective liaison with other departments, provinces, private sector, foreign governments and international agricultural organizations, and represents the Department at major meetings of international bodies and organizations.

EVALUATION RATIONALE

Director, International Affairs

KNOW-HOW

- G Mastery of economics, and the scientific and technical response framework required in balancing national, provincial and private objectives for Canadian agriculture with Canada's food commitments to the world.
- III Operational coordination and assessment of departmental initiatives and activities re: technical assistance, foreign intelligence, food and international organizations, foreign visits, scientific and technical cooperation and exchange with specific countries.
- 3 Successful achievement of objectives requires the incumbent to represent departmental interests with the UN and other international agencies and at conferences dealing with food and agriculture.
- 608 Lowest number to indicate mastery as the departmental expert in non-commercial international agri-food development projects.

PROBLEM-SOLVING/THINKING

- F Freedom to think within broad policies and objectives in formulating effective and comprehensive policies and programs in the field of non-commercial agricultural international relations.
- 4 Analytical thought required in defining, justifying and defending the Department's initiatives on international policies and programs (there are a number of departments and agencies in this field) and in providing advice on international political trends, applications, conflicts and their resolution.
- (50) Lower percentage represents a solid evaluation as a specialist in this field with responsibility to defend the department's initiatives on the international scene.

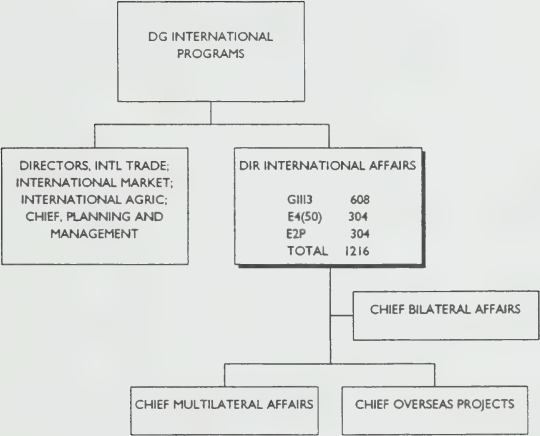
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the DG, International Programs, acts within functional policies and goals, provides advice and formulates policies and programs for the Department in non-commercial international relations.
- 2P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an operating budget of \$276,344 (Constant).
- 304 Middle number reflects the freedom of the position to develop departmental policies affecting the stance of the government in international fora.

SUMMARY

GIII3 608	F4(50) 304	F2P 304	1216	0
-----------	------------	---------	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: M-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: M-5-A

POSITION TITLE: Director, International Operations

GENERAL ACCOUNTABILITY

Is accountable for promoting adequate and stable international air services; implementing and administering bilateral air agreements; providing advice and recommendations on the implementation of government policies, objectives and priorities on international air regulatory matters; and directing agency participation in the negotiation of bilateral and multilateral international air agreements.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Director General, Market Entry and Analysis. The other four are: Director, Domestic Operations; Director, Enforcement; Director, Industry Monitoring and Analysis; and a Financial and Administrative Officer.

Specific functions of the six positions reporting to the Director are;

Chief, International Licensing (Staff of 12) is responsible for developing and implementing Agency policies, regulations and requirements relating to the issuance of licenses and temporary authorities.

Senior Advisor, International Air Agreements and Services is responsible for representing the Agency in negotiations of bilateral air agreements and participating in the planning and development of information systems to ensure implementation of and adherence to Canadian international air agreements.

Senior Advisor, International Air Regulatory Policy and Agreements is responsible for undertaking economic studies on the implementation of Canadian bilateral air agreements to support regulatory functions of the Agency; analyzing and interpreting economic studies to assist in developing Canadian positions for air negotiations; and developing and maintaining an information system to evaluate impact on international services.

Senior Advisor, Transborder Air Services is responsible for representing the Agency in Canadian delegations negotiating bilateral and multilateral air agreements; planning and developing Canadian negotiating positions; ensuring compliance by Canadian and U.S. air carriers with all transborder air agreements; and formulating and recommending regulatory policy proposals.

Senior Analyst is responsible for preparing routing information of all international airlines implicated in air agreements and traffic rights; preparing statistical reports of international air carriers and recommending potential and market needs; participating in the negotiations of international air agreements; ensuring international transport policy consistent with domestic policy.

Analyst is responsible for conducting studies on the implementation of bilateral air agreements and international air relations; participating in negotiations and consultations between aeronautical authorities and participating in the development of an information system.

NATURE AND SCOPE

The Agency supports national transportation policy through the economic regulation of carriers and modes of transportation that come under federal jurisdiction.

The Director plans, organizes, directs and controls activities so as to be responsive to the demands of international and domestic transportation industries, the Agency and government policy and legislation. The Director appraises, determines and balances priorities on the basis of judgement and knowledge of the impact on Canadian interests, the degree of urgency for the transportation industry and the effects on the travelling public. The Director must achieve a regulatory environment for international transportation services that responds to the demands of greater competition, yet serves the needs of Canada and protects the Canadian carriers.

The Director ensures that the implementation of agreements/arrangements and charter regimes and the air services operated are consistent with Canadian law and objectives and the terms and conditions of agreements. The position is responsible for information on Canadian bilateral air agreements; developing and maintaining the operation of the agreements and evaluating and reporting their results for Canada; providing interpretations of regulatory parts of agreements and their relationships to regulations; assisting Canadian air carriers requiring clarification or improvement of regulatory conditions or support in dealing with foreign regulatory authorities; and consulting with foreign aeronautical authorities on economic regulatory matters.

The Director issues licenses and temporary authorities for scheduled international services in accordance with bilateral air agreements or special arrangements if specific regulatory requirements are met, and may set terms and conditions on international licenses in the public interest. Upon request from the Minister, the Directorate also selects appropriate airlines to provide transborder services under an exchange of notes with the U.S. Licenses are also issued for non-scheduled international services on the basis of a public interest test, as well as liability insurance and operating certificate requirements. The Directorate also issues charter permits and grants waivers of charter requirements to non-scheduled international licensees.

The Director must ensure that licenses and temporary authorities for scheduled international services comply with bilateral air agreements or special arrangements, as well as all pertinent legislation, policies and regulations. Also, where a public interest test is required necessitating public notice and subsequent financial and economic assessments and regulatory analysis, the incumbent must ensure a timely, thorough and efficient investigation while adhering to the time restraints imposed by the National Transportation Act, 1987. The Director is also responsible for monitoring and approving airline commercial agreements and the negotiation

of agreements on intergovernmental statistical exchanges. He/she also determines and negotiates capacities offered on capacity controlled routes, acting to resolve disagreements and disputes according to procedures set out in the relevant agreements.

The Director is responsible for the development of Agency policy on matters of international air transport and directs studies and programs on a variety of aspects concerning international and bilateral agreements. He/she directs Agency input, primarily from the regulatory perspective, to bilateral air negotiations, as well as in conferences of the International Civil Aviation Organization (ICAO), and other international organizations.

The Director represents the Agency at international negotiations, assists in developing Canadian strategy and provides economic or regulatory analysis of foreign proposals and positions, as well as revised Canadian proposals and positions. The Directorate is responsible for providing the text of articles to be contained in the bilateral agreement, developed after consultations with the airline industry and government departments concerned and taking into account the Directorate's expertise with the application of individual provisions of air agreements.

The Director participates in caucus meetings of senior officials as a member of the negotiation team, provides advice from a statistical, licensing and regulatory point of view, acts as spokesperson and liaison officer in the interpretation of charter regulations and assists in developing the Canadian negotiating and fall back positions for recommendation to the Minister and the Secretary of State for External Affairs.

The Director plans and directs Agency participation at conferences of international organizations such as ECAC (European Conference of Civil Aviation) and ICAO (International Civil Aviation Organization), particularly assemblies, special air transport conferences, legal committee meetings, statistics division and other economic meetings. He/she acts as a technical advisor to the Department of External Affairs concerning aid to other countries in the field of civil aviation and conducts correspondence with foreign airline officials and the public to provide information on civil aviation.

The Director organizes and directs interdepartmental activities in the area of facilitation of international air services. The Director makes recommendations to the several interdepartmental committees that deal with civil aviation and its many related aspects.

The Director meets with senior officials of Canadian and foreign governments, Canadian and foreign airlines and organizations, e.g. the International Civil Aviation Organization, Air Transport Association of Canada and Air Transport Association of America, to discuss and explain Canadian policy and interpretation of agreement on aviation matters.

DIMENSIONS (Constant Dollars)

Person Years:

Agency	670
Directorate	20

Salary, operating and maintenance budget:

Agency	\$10,435,732
Directorate	\$ 287,394

SPECIFIC ACCOUNTABILITIES

- 1 Plans and directs the Agency's participation and activities in international air negotiations ensuring the provision of economic and regulatory benefits are reciprocal or better for Canadian airlines.
- 2 Ensures the proper implementation and application of international air agreements and the monitoring of the adequacy of services provided and operations performed by Canadian and foreign airlines.
- 3 Ensures the promotion of adequate and stable international air services while protecting Canadian interests through the timely, thorough and efficient processing of licence, charter permit and related applications and information requests for international licensing.
- 4 Coordinates the Agency's policy on matters of international air transport with other government departments.
- 5 Directs studies and programs on a variety of aspects concerning implementation of Canadian bilateral air agreements to support regulatory functions of the Agency.
- 6 Liaises, consults and provides professional advice to the senior Agency members, on matters of international air transport and international and bilateral agreements.
- 7 Develops and maintains essential and effective working relations with officials of other departments and agencies, provincial, territorial and foreign governments, national and international organizations, foreign and domestic carriers, industry groups and the general public.
- 8 Ensures the achievement of objectives through the effective management and motivation of staff, the effective management of financial resources and by effectively co-ordinating and overseeing the various programs of the Directorate.

EVALUATION RATIONALE

Director, International Operations

KNOW-HOW

- G Mastery of concepts, theories, techniques and practices pertaining to the operations of international air services and the negotiation of bilateral and multi-lateral air agreements; requiring expert knowledge of the Agency legislative mandate, regulations and organization, and specialist knowledge of the financial, economic and legal implications related to the operations of international air services in order to serve the needs of Canada and protect the Canadian carriers.
- II Manages and coordinates the Agency's activities related to international air negotiations, agreements and international air services.
- 3 Successful achievement of objectives requires the position to represent the Agency at international air negotiations.
- 528 Middle number reflects a highly specialized knowledge and coordination. Objectives are closely related.

PROBLEM-SOLVING/THINKING

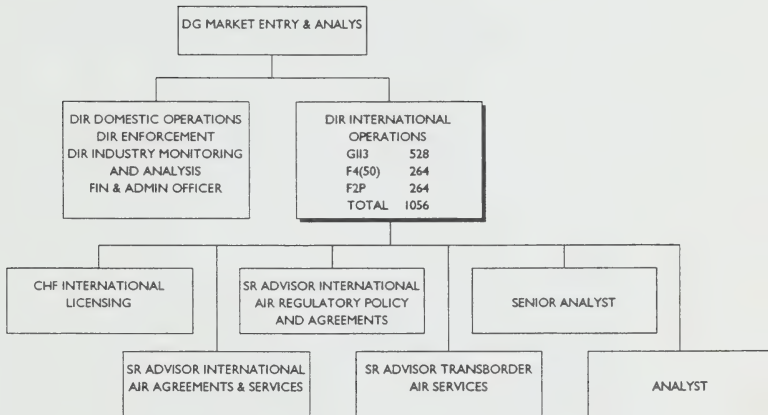
- F Thinking under general direction and within limitations imposed by transportation legislation, broad policies and/or objectives, bilateral and multi-lateral agreements, the Director plans, develops and implements the Agency's programs pertaining to the implementation of government policies, objectives and priorities on international air regulatory matters.
- 4 Analytical and constructive thinking is required to represent the Agency at international air negotiations; to develop Canadian strategy and to provide economic and regulatory analysis of foreign proposals and positions to ensure that international transportation services respond to the demands of greater competition, yet serve the needs of Canada and protect the Canadian carriers.
- (50) Lower percentage reflects that a substantial degree of guidance is available.

ACCOUNTABILITY/DECISION MAKING

- F Reports to the Director General, Market Entry and Analysis and acts within management directives to promote adequate international air services while protecting the interest of Canada and the interests of the Canadian carriers.
- 2P The position has a primary impact on Directorate activities. The proxy selected to represent these activities is an annual budget of \$287,000 (Constant).
- 264 Lowest number reflects low dollar value and the impact of the position in the negotiation of international commercial agreements.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: M-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: M-4-A

POSITION TITLE Director, International Cultural Affairs

GENERAL ACCOUNTABILITY

The Director, International Cultural Affairs, is accountable for Canadian participation in bilateral and multilateral cultural relationships with key foreign countries and international organizations and for the international marketing of Canadian cultural products.

ORGANIZATION STRUCTURE

This is one of five management positions at the third level reporting to the Director General, International Relations. The others are: Director, Bilateral Telecommunications and Development; Director, Multilateral Telecommunications; Director, Trade Policy and Canada/USA Telecommunications; and Special Advisor International Informatics.

Specific functions of the positions reporting to the Director, International Cultural Affairs, are:

Head, European Economic Community is responsible for bilateral relations with European countries of the Economic Community, of Eastern Europe and the USSR: monitoring effectively the domestic cultural policies and activities in these countries and developing counter strategies when new foreign policies may have an impact on the Canadian cultural sector; promoting Canadian cultural products; monitoring the activities of multilateral organizations such as the Agence de coopération culturelle et technique (ACCT), and the Council of Europe as they relate to government policies in cultural affairs.

Head, Commonwealth/USA/Ireland is responsible for bilateral relations with Commonwealth countries, Ireland and the United States. This includes initiating and following up on general cultural agreements, film and video co-production agreements, monitoring domestic cultural policies in these countries and developing international communications strategies when new Canadian cultural policies have an impact in other countries, particularly in the U.S.; multilateral relations in the context of cultural affairs with international organizations such as the Commonwealth Secretariat; providing policy advice to the Cultural Affairs and Broadcasting Sector by preparing reports, interpreting other countries domestic policies which support or influence the cultural sector; promoting Canadian cultural products and services internationally; organizing and implementing ministerial and senior officials' visits to and from these countries.

Head, Asia/Latin America is responsible for bilateral relations with priority countries in Asia, (particularly China, Japan) and Latin America, and activities within UNESCO related to Canadian cultural interests; and for arranging visits and missions to and from these countries dealing with cultural affairs.

Head, Francophonie is responsible for bilateral relations with countries of the Francophonie particularly the Maghreb and the Middle East, and for arranging visits and missions to and from these countries dealing with cultural affairs.

NATURE AND SCOPE

The Department has an objective to increase the availability of and access to Canada cultural products and activities.

The International Cultural Affairs Division is responsible for planning, developing and implementing a variety of cultural agreements and activities abroad to implement national cultural policies and programs, and promote Canada's cultural interests and objectives, particularly for the cultural industries which include film, video, broadcasting, sound recording and book publishing.

On the bilateral side, the Director develops and implements strategies and activities (agreements, exchanges and training) to foster cooperation with key foreign countries and open opportunities for the provision of Canadian expertise, goods and services in the cultural sector abroad.

The Director represents the Department and Canadian cultural agencies at bilateral meetings such as bilateral cultural commissions created by formal cultural agreements or arrangements (memoranda of understanding), which make up the program of cultural activities and exchanges to be undertaken by Canada and other countries. To prepare for these commissions, the Director develops proposals and projects, such as co-production agreements, in consultation with the cultural sector. These proposals are discussed in preparatory meetings with External Affairs and other government departments, cultural agencies and provincial representatives.

The Director negotiates film and television co-production agreements with foreign countries, which lay down formal rules for film and video projects to be co-produced by producers of two or more countries and distributed around the world.

The Director represents Canada at meetings of joint commissions established under film and television co-production agreements, which examine the implementation of these agreements in order to resolve any difficulties and to consider possible amendments with a view to developing film and video co-operation.

The Director ensures that new and existing domestic cultural policies in countries with which it has cultural relationships are closely monitored so that the Department, External Affairs, and the private sector are informed of any developments which might impact on our cultural industries.

The Director ensures that new and existing Canadian cultural policies are monitored closely to determine opportunities for developing new policy areas which may result in useful bilateral agreements to promote Canadian cultural products and services abroad. The areas of co-publishing, film twinning and dubbing are presently being considered.

The Director ensures that the planning, organizing and implementing of cultural visits are carried out effectively, which includes preparing briefings, speeches, detailed schedules and

hospitality functions to contribute successfully to the enhancement of Canada's image and the promotion of its cultural interests.

On the multilateral side, the Director must ensure that international conventions and regulations protect Canada's existing rights and encourage rather than hinder the promotion of Canadian cultural achievements and the optimal development of Canadian cultural industries.

The Director consults, develops the government's position and personally represents Canada at meetings of international organizations such as the United Nations Education Science and Cultural Organization (UNESCO), the "Agence de coopération culturelle et technique" (ACCT), the Council of Europe and the Commonwealth. The Department, in co-operation with External Affairs, is responsible for ensuring the implementation of international conventions.

The Director leads the Department in developing strategies and recommendations to support the Canadian cultural industries' marketing at international festivals, fairs, markets and exhibitions abroad and in ensuring that the organizing associations and officials abroad effectively provide the most favorable environment, exposure and publicity to the Canadian film, video, sound recordings and publishing producers, distributors and artists during these international commercial manifestations. The role of promoting the international interests of the Canadian government and the Canadian cultural community, including artists, scholars, producers, publishers and technicians, is an important aspect of this function.

Determining the optimal Canadian position at international bilateral and multilateral meetings is accomplished by extensive consultations conducted with professional and technical experts and officials employed elsewhere in the Department, in other federal and provincial departments and cultural agencies and in the private sector. The Director recommends plans and critical paths to complete consultations to the Director General.

DIMENSIONS (Constant Dollars)

Number of Subordinate Person-years:	7
Salaries, Operating and Maintenance Budget	\$91,000
Co-production Agreements negotiated	\$35 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Develops and implements policies and activities to foster cultural co-operation with key foreign countries to increase or create new opportunities and markets for the promotion of Canadian cultural products and services.
- 2 Represents Canada at meetings of bilateral cultural commissions, negotiates and implements bilateral cultural agreements and arrangements; determines new policy areas for potential bilateral agreements; ensures that key developments in cultural policies in other countries (with the U.S. being of particular importance) are taken account of in the formulation of Canadian cultural policies.

- 3 Multilaterally, represents Canada at senior officials' meetings of international organizations; plans the Minister's effective participation in ministerial meetings of these organizations; monitors the policies of these cultural organizations and their possible implications for the Canadian cultural sector; co-ordinates departmental contribution to Canada's participation in the commonwealth and francophone summits.
- 4 Ensures that Canadian cultural policies and activities adequately represent the interests and the views of the cultural community by consulting with the private sector, federal departments and agencies and provincial governments and agencies.
- 5 Efficiently and effectively manages the human and financial resources assigned to the Division.

EVALUATION RATIONALE

Director, International Cultural Affairs

KNOW-HOW

- F Extensive knowledge of Canadian cultural policies and industries and those of other countries; broad knowledge of marketing/promotion strategies and techniques. Extensive experience in fostering bilateral and multilateral cultural co-operation in order to create new market opportunities for the promotion of Canadian cultural expertise, goods and services and thorough knowledge of protocol governing visits and missions from foreign countries.
- II Coordinates and manages activities which are similar in objectives: monitoring international cultural policies, and fostering Canadian cultural relationships with other countries and international cultural bodies.
- 3 Successful achievement of objectives requires the incumbent to motivate staff, to represent Canada and to consult with key foreign officials.
- 460 While objectives are related, there is a requirement to ensure that international conventions and regulations promote Canadian cultural industries.

PROBLEM-SOLVING/THINKING

- E Thinking within well defined policies and goals in formulating departmental policy and strategies and in negotiating bilateral and multilateral cultural agreements.
- 4 The work requires analytical and evaluative thinking to develop Canadian strategies in response to new situations at bilateral and multilateral negotiations.
- (50) Higher percentage reflects a tendency to a broadly defined thinking environment, given the world-wide scope of the activities.

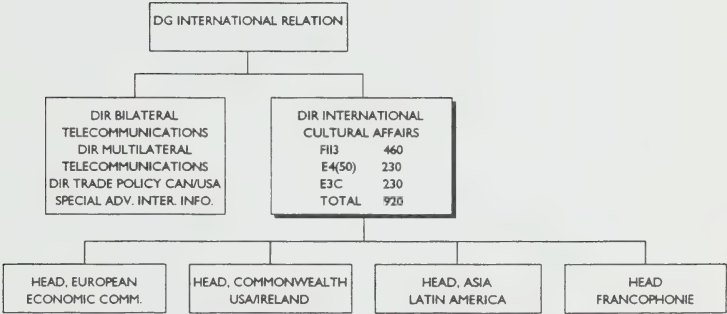
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, International Relations acts with considerable latitude in negotiating agreements and representing the department in bilateral/ multilateral fora.
- 3C The position has a contributory impact on international cultural affairs activities. The proxy selected to represent these activities are co-production agreements amounting to \$35 Mil (Constant).
- 230 High number recognizes the noticeable degree of latitude in negotiating international co-productive agreements.

SUMMARY

FII3 460	E4(50) 230	E3C 230	920	0
----------	------------	---------	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: M-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: N-10-A

POSITION TITLE: Head of Post

GENERAL ACCOUNTABILITY

Is accountable for the promotion and protection of Canadian interests in the U.S.A. through the management of all federal government programmes in the U.S.; by providing information and advice concerning the U.S. to Canadian departments and agencies; and providing advice and assistance to provincial government representatives and to visiting Canadians from the private sector.

ORGANIZATION STRUCTURE

The Ambassador to the United States is appointed by Cabinet and accountable to the Secretary of State for External Affairs, representing abroad the government in general and being responsible severally to the Ministers of the Crown whose departments have programs in the Ambassador's area of accreditation.

Specific functions of the six positions reporting to the Ambassador are:

Minister (Economic) (Staff of 102) provides advice to the Ambassador on all matters concerning Canada's economic interests in and relations with the United States; directs the work of the Economic Division of the Embassy, which consists of five sections: Commercial and Trade Relations; Energy; General Economics; Tourism; and Supply and Services.

Minister (Political) (Staff of 90) directs the Political Division of the Embassy and is responsible for informing the Canadian Government of political developments and trends in the United States affecting Canadian interests; informing the Canadian Government of U.S. foreign policy developments and positions; and coordinating Embassy activity with respect to defence policy matters, the environment, intelligence liaison, legal matters, Congressional liaison, liaison with Consulates, and the interests of the Canadian provinces.

Defence Attaché (Staff of 25) directs the Defence Liaison Staff in Washington; provides military advice to the Ambassador and to Embassy Divisions in areas of mutual interests; supervises the liaison and information exchange program with the U.S. defence and military authorities; and administers the Canadian Forces personnel wherever located in the U.S.

Minister (Public Affairs) (Staff of 30) directs the Public Affairs Division of the Embassy and is responsible for the media, academic, information, cultural and publications programs.

Minister-Counsellor (Administration) (Staff of 49) directs the Administration/Consular; Post Security.

Counsellor (Immigration) is mandated to report directly to the Ambassador, but also works closely with the Minister/Counsellor (Administration) to ensure smooth program delivery.

NATURE AND SCOPE

The U.S. is the single most significant continuing source of influence on Canada from the outside, whether in the obvious political and economic fields or the equally important, but less tangible, areas of cultural and social developments. The Canadian Ambassador to the U.S. is the Government's chief representative in the U.S. and is a principal adviser on Canada-U.S. relations. As such, he/she must be aware of major developments in the U.S., at whatever level of government, in the fields of politics, economics, commerce, energy and environment which might be of importance to the bilateral relationship. The Ambassador must further be able to gauge how these matters could develop, how they might become national or state policies which could affect Canadian interests and what action, if any, the Canadian Government can take to ensure Canada is not adversely affected by them.

Obversely, the Ambassador must be fully knowledgeable of Canadian developments and interests which could have an effect on or be affected by U.S. actions. He/she must explain Canadian policy positions and interests to U.S. authorities and endeavour to have these interests taken into account. A continuing and crucial task of the Ambassador is to project Canada and the Canadian image across the U.S. by extensive travel and participation in Canadian organized events (public affairs programs, trade exhibits, etc.).

As head of the Embassy, with a staff of over 300 persons, the Ambassador manages the post through the C.P.M. (Committee on Post Management) and weekly Executive Committee meetings. The supervision of post programs along with the need to ensure that administration and personnel policies fully support the effective operation of the Embassy demand continuing close attention.

On occasion, the Ambassador will personally represent the Canadian government in negotiations with the U.S. However, his/her direct and personal involvement is more usually in the field of advice on Canada-U.S. relations. He/she is the first line of defence against the formulation of U.S. policies and actions in the executive or legislative branches which might have an adverse impact on Canada. He/she must use his/her contacts with key officials to keep abreast of developments which might be of interest to Canada and to enable him/her to head off or perhaps lessen any adverse impact which they might have. Sometimes the Ambassador is used as a sounding board for U.S. policies and their acceptability to Canada or other countries. On occasion he/she acts as a liaison between important Canadian and U.S. officials when the informal discussion of matters is more appropriate. The Ambassador must devote considerable effort to increasing the level of awareness of Canada and Canadian concerns among U.S. opinion makers, by exploiting to the fullest the media tools available (interviews, speeches, attendance at exhibits, seminars, etc.).

The Ambassador must maintain a wide set of U.S. and Canadian contacts upon which he/she can draw in his efforts to foster relations between the two countries. In Canada, these contacts will include federal and provincial ministers, senior public servants and senior businesspeople. In the U.S. it will be Cabinet ministers, the President and Vice-President as necessary, influential members of Congress, and other influential persons who populate the myriad associations and think tanks located in Washington.

DIMENSIONS (Constant Dollars)

GNP (U.S.)	\$1,072.2 Bil
Exports to U.S.	\$57.2 Bil
Imports from U.S.	\$98.01 Bil
USA Private Direct Investment in Canada	\$13.5 Bil
CDN Private Direct Investment in USA	\$ 3.8 Bil

EMBASSY (Constant Dollars)

Number of Subordinate Staff Years	302
Salary, operating and maintenance budget	\$3.2 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Improves the bilateral relationship by planning and implementing policies which will result in the development of more mutually profitable political, economic, commercial, cultural and environmental relations.
- 2 Contributes to formulation of Canadian policy toward the U.S. by providing the Canadian government with relevant information and advice on the various matters concerned on a timely basis.
- 3 Seeks to influence U.S. policies and developments which might adversely affect Canadian interests by identifying them early, bringing to the attention of appropriate U.S. officials the various courses of action and by following up with U.S. officials the various courses of action formulated to deal with these matters.
- 4 Increases the awareness of Canada and Canadian interests among influential U.S. officials and opinion-makers through the implementation of a vigorous public affairs/information programme designed to increase the range of contacts available to Canadian officials.
- 5 Operates the Embassy effectively by ensuring the close coordination of post programmes and the efficient use of resources in order to achieve program objectives, by consulting with program managers and utilizing the C.P.M. and its Executive Committee fully.

EVALUATION RATIONALE

Head of Post

KNOW-HOW

- G Mastery of the full range of Canadian political, economic, social, and cultural interests in and with the United States; extensive experience in diplomacy and Canadian government activities abroad; Canada's single most important bilateral relationship.
- IV Conceptual management of the full range of distinct and complex programs of frequently competing interests at a major mission; operational management of 302 employees in various programs.
- 3 Successful achievement of objectives requires representing Canada in a foreign environment; in negotiating matters of sensitive nature and crucial consequence with senior officials of host government.
- 1056 High number reflects the mastery of bilateral issues required to manage the complex relationship between two countries.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined parameters in interacting with host government officials and in pursuing/advancing specific Canadian interests in and with the United States; participates fully in the development of federal government positions on the entire range of complex issues affecting Canada/U.S. relations; deals with both the Administration and with Congress.
- 4 Heavy emphasis on analysis, interpretation and evaluation of events and trends in dynamic relationships between two countries, constructive; imaginative and innovative thinking required in successful adaptation of programs carried out in territory.
- (66) High percentage reflects tendency towards the uncharted in the resolution of issues involving the national policies of the two countries.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to Secretary of State for External Affairs and various deputies with departmental interests at post is subject to general guidance in overall conduct of Canadian affairs in the United States; key player in Canada's single most important bilateral relationship.
- 7I The position has an indirect impact on relationship with the United States. The proxy selected to represent this relationship is Canadian export trade of more than \$57 Bil (Constant) annually and U.S. investment in Canada exceeding \$13 Bil (Constant) without taking account of immigration, general relations and other program activities at post.
- 800 Middle number reflecting nature of impact on overall relationship.

SUMMARY

GIV3 1056

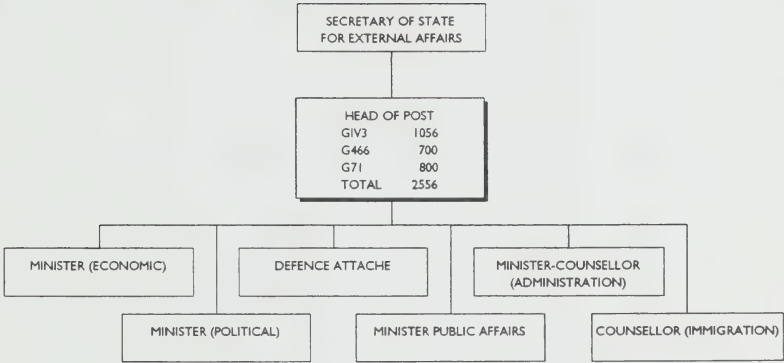
G4(66) 700

G7I 800

2556

A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: N-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: N-9-A

POSITION TITLE: Assistant Deputy Minister, Africa and Middle East

GENERAL ACCOUNTABILITY

Is responsible for the application of all departmental policies and programs in the 64 states of Africa and the Middle East.

ORGANIZATION STRUCTURE

The position is one of five geographic Assistant Deputy Ministers reporting to the Under-Secretary through the Deputy Ministers of Political Affairs and Trade and International Economic Relations. The others are: ADM Asia and Pacific; ADM Latin America and Caribbean; ADM Europe; ADM United States.

Specific functions of the two positions reporting to the position are:

Director General of the Africa Bureau (Staff of 30)

Director General of the Middle East Bureau (Staff of 20)

The foregoing bureaus are responsible for the conduct of political, economic, immigration, public affairs, cultural affairs, tourism and trade relations; and the provision of readily identifiable focal points for the business community on country specific issues relating to export promotion, and focal points for parliamentarians, provincial authorities, academics, the media and the public on all country and region-specific issues in the area.

NATURE AND SCOPE

The Department is charged with the responsibility to provide other departments and agencies with coherent policy guidance covering the full range of Canada's international relations. It is expected to ensure that the international dimensions of all government programs are integrated, and consistent with the government's policies and priorities at home and abroad.

The importance of Canada to the African and Middle East region arises from a number of factors. It is an area in which the two superpowers confront each other on a number of fronts and seek, through arms and diplomacy, to defend or expand their areas of influence. Regional conflicts therefore carry serious risk of provoking a major confrontation between them, threatening world peace and security. In addition, security of oil supplies necessary for Western (including Canadian) economic growth depends upon a certain level of political stability in the region. The Canadian Government must therefore be fully and accurately informed about major regional conflicts (e.g. Arab-Israeli; Iran-Iraq) in order, whenever possible, to influence events (directly or indirectly) in a way which serves vital Canadian security and economic interests and to respond to the concerns of various Canadian

communities having a particular interest in the region. A series of major Canadian peacekeeping efforts in the region is a further manifestation of Canadian interest and involvement.

In Africa, a number of middle-income countries are achieving growing economic maturity and becoming increasingly attractive markets for Canadian exports (notably in the fields of transport and telecommunications). Effective exploitation of the full potential of these markets requires careful co-ordination of CIDA, Export Development Corporation and private trade and investment activities within the context of a favourable political relationship. Direct Canadian involvement, at the Ministerial level, in the Namibian negotiations and the Canadian national unity aspect of our relations with francophone African countries gives special significance to the political dimension of Canada's relations with the region.

Against this background the Assistant Deputy Minister is responsible for the management and coordination of the full range of Canadian relations with the region. He/she is directly responsible for the development and delivery of relevant and timely programs including trade development, export promotion and tourism promotion programs; political, economic and trade relationship management, immigration programs, cultural and academic relations, and information and public affairs programs. He/she is also responsible for: post management; country planning input, coordination and chairmanship for posts in the region; financial and resource management of the branch; as a member of the executive committee of the department, for contribution to and participation in the setting of policy and in the management of the Department as a whole, including policy determination both departmentally and for the Department within the envelope and sector, resource and personnel policy and management in the Department, and program delivery policy and implementation for the Department's own programs, and for the programs abroad of other government departments.

The most important function of the position is to translate the broad policy objective of broadening and deepening relations with the countries of the area into concerted policies, specific plans of action and aggressive implementation. This requires a thorough grasp of the historical and current affairs of the area and of the broad range of relevant government policy approaches and policy instruments. Because of the diverse history and makeup of the countries in the area, approaches designed to achieve Canadian objectives in one country will not necessarily apply in another and one must be constantly alert and aware to ensure that general policies are modified as necessary to be applied effectively in each specific instance or area. Attention must also be paid to the diversity of Canadian interests, e.g., exporters versus importers, federal versus provincial, as well as the interest of various groups of concerned Canadians in respect of human rights, etc.

The exercise of these responsibilities requires the incumbent to provide policy advice to Ministers and Deputy Ministers of his/her own and other departments, and to maintain and develop a wide range of contacts with senior officials in other departments, business executives, provincial authorities, the media, parliamentarians and the public, and business and academic institutions. He/she deals on a daily basis with the Ambassadors and High Commissioners of foreign countries in Ottawa, and regularly with visiting Cabinet Ministers and senior officials of those countries. He/she must also make public speeches, represent the Department or indeed the Government in seminars and international meetings, and hold meetings abroad with Ministers or Deputy Ministers of foreign countries, as the spokesman or negotiator for Canada.

DIMENSIONS (Constant Dollars)

Number of staff:

Headquarters	52
Abroad	964

Total area budget:

Branch plus posts, not including Canadian staff salaries	\$2.3 Mil
---	-----------

Merchandise trade (approximate):

Exports	\$879 Mil
Imports	\$469 Mil

Canadian investments in region (approximate):	\$175 Mil
--	-----------

Canadian Bilateral Aid Program in region:	\$110 Mil
--	-----------

Canadian commitments to the African Development Bank and Fund:	\$103 Mil
---	-----------

SPECIFIC ACCOUNTABILITIES

- 1 Develops policies for the promotion and protection of Canada's interests in Africa and the Middle East and provides advice to Deputy Ministers and Ministers on Canadian objectives and programs in the region.
- 2 Manages Canadian trade, political, economic, aid, immigration and cultural relations with the region and makes recommendations to Ministers on initiatives in all of these areas.
- 3 Supervises operations of Canadian posts in the area by ensuring the provision of appropriate guidance, co-ordinating the provision of resources, advising and monitoring performance of Heads of Post and writing their appraisals, and arranging Headquarters visits to the posts as appropriate and required.
- 4 Ensures that Canadian objectives in all fields are actively pursued and that supportive information and administrative programs are developed and implemented in a timely manner.
- 5 Ensures that posts abroad and the branch at headquarters are effectively and efficiently managed.
- 6 Ensures liaison and coordination between the Branch and functional branches of the Department.

EVALUATION RATIONALE

Assistant Deputy Minister, Africa and Middle East

KNOW-HOW

- G Mastery of Canadian foreign and domestic policies and priorities, and of international affairs particularly trade, economic, political, immigration and public affairs.
- IV Coordination at the policy level of all departmental policies and programs related to Canadian relations with Africa and Middle East.
- 3 Successful achievement of objectives requires directing staff and advising senior personnel in government departments, business, media and ambassadors and High Commissioners in Ottawa.
- 920 Reflects the management expertise required to ensure that there is coordination and integration at the policy level not only within the Department but with other government departments and with the provinces.

PROBLEM-SOLVING/THINKING

- G Thinking with general policies, principles and goals under guidance from two Deputy Ministers and the USSEA in contributing to, and managing departmental policies with respect to Canada's relations with Africa and the Middle East.
- 4 Constructive thinking arises from ensuring that the sectoral policy objectives of other government departments are related to the Government's foreign policy, and in the translation of broad policy objectives into specific plans of action.
- (66) Higher percentage reflects the requirement to develop policy positions in a fluid context.

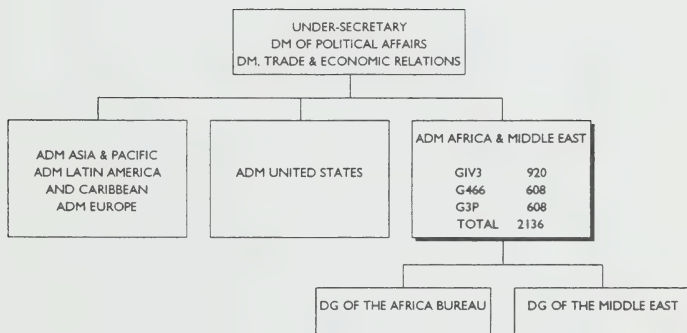
ACCOUNTABILITY/DECISION MAKING

- G Subject to broad guidance from two Deputy Ministers and the USSEA, manages the full range of Canadian relations with Africa and the Middle East - which includes trade development, export promotion, political, immigration and cultural relations.
- 3P The position has primary impact on departmental activities in geographical area. The proxy selected to represent these activities is an operating budget of \$2.3 Mil (Constant).
- 608 Middle number reflects degree of impact the management of the Branch has on Canada's relations with the entire region.

SUMMARY

GIV3 920	G4(66) 608	G3P 608	2136	0
----------	------------	---------	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: N-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: N-8-A

POSITION TITLE: Vice President, Francophone Africa

GENERAL ACCOUNTABILITY

Is accountable for planning and programming Canada's aid program directed to recipient countries in francophone Africa and for planning, implementation and review of Canada's bilateral assistance program in these countries. The Vice President represents the Agency interdepartmentally and internationally.

ORGANIZATION STRUCTURE

This is one of 10 positions at the first level reporting to the President/Senior Vice President. The others are the Vice Presidents of Commonwealth Africa; Asia; America; Policy; Resources; Special Programs; Multilateral Programs; Comptroller; and the Director General, Personnel and Administration.

Specific functions of the positions reporting to the Vice President, Francophone Africa Area Branch, are:

Four Country Program Directors (staff of 55) are responsible for the development and recommendation of country aid programs in one or more recipient countries; for ensuring these programs relate to Canadian interests and imperatives; for determining the most effective aid delivery channels and mechanisms and relative funding levels in order to achieve a maximum impact in the country(ies); for managing the bilateral component of the aid program; for monitoring the implementation of program components flowing through other channels and recommending adjustments to programs to meet changing circumstances.

Director, Programming and Systems (staff of 4) is responsible for co-ordinating the program planning cycle within the Branch; recommending funding allocations and cost ceilings between and among recipient countries in Francophone Africa; recommending reallocations of commitment authority and cash ceilings; providing advice on the acceptability of projects recommended for approval; developing processes and procedures unique to the Branch; participating in the development of systems and procedures for application across all four Area Branches and undertaking corporate level program evaluations.

NATURE AND SCOPE

The mandate of the Department is to aid people in other countries to achieve self-sustainable economic and social development, and to provide humanitarian assistance.

The principal objective of the Francophone Africa Area Branch is the planning, development and implementation of bilateral development programs directed to some 10 countries of concentration, and 19 other countries, and the integration of Canadian development activities to these countries flowing through all channels, including those under the aegis of other branches.

Bilateral aid programs are planned centrally on the basis of ongoing consultation with the recipient countries in francophone Africa and with other donor countries and multilateral institutions. They are planned on a country by country basis and planning activities must be managed within the context of Canadian foreign and trade policies vis-à-vis each recipient. The program is implemented in the form of projects throughout the region under contract with contractors, consultants and individual co-operants. There are approximately 280 projects ongoing of varying dollar value, duration and at various stages of implementation in the 29 recipient countries.

The process required to deliver the program is complex in that it involves the assessment of economic, political, technical and social factors including the identification of sectors of concentration; the assessment of technical and micro-economic factors in the identification and development of projects which involves the use of consultants at various phases and the application of project management and financial management skills in the implementation of projects. The Vice President is accountable for managing this process through his country program directors.

The management of the program is made even more complex given the frequency with which planned programs are disrupted by changing political and international priorities or natural disasters.

The difficulty in reacting to such events is exacerbated by the fact that country programs are developed over a five year cycle and many projects have a duration of five to seven years. The structural aspects of the program are therefore resistant to rapid change, but the program must nevertheless be changed regularly because of the factors indicated above. Thus, varying and unpredictable national and international economic, social and political factors and operational difficulties impact regularly on the program, requiring the Vice President to initiate frequent reviews of policies, revisions of allocations and negotiations with recipient governments, international financial institutions, other government departments and businesses to defend reasons for policy changes and to implement operational adjustments.

The integration of all Canadian aid programs at the recipient country level is directed by the Vice President through the country program directors, who obtain input from specialist branches in the formulation of country programs. An assessment is made of the potential impact of such mechanisms as the industrial co-operation program, non-governmental organization program or institutional co-operation program on the country's needs and the most productive channels, including bilateral project assistance, are selected. The Vice President is also accountable for ensuring that the country program directors are conversant with all Canadian aid activities in their respective recipient countries.

The Vice President meets regularly with officials of the Departments of External Affairs and International Trade and of Industry, Science and Technology to discuss and negotiate program policies and directions. He/She also meets regularly with officials of recipient countries to discuss policies and programs and to resolve areas of conflicting objectives. The Vice President from time to time will be required to appear before parliamentary committees and sub-committees. The Vice President is a member of the Agency's President's Committee and a member of a variety of interdepartmental committees.

DIMENSIONS (Constant Dollars)

Program budget (annual)	\$64.6 Mil
Salary, operating and maintenance budget	\$974,729
Subordinate Staff	62
Departmental person-year	1,146

SPECIFIC ACCOUNTABILITIES

- 1 Develops policies and programs for Canadian development assistance activities in francophone Africa and manages the planning and implementation of the bilateral assistance program.
- 2 Assists in the formulation of Agency policies through participation on the Agency's President's Committee, the project review committee and the audit and evaluation committee and by developing or participating in the development of bilateral program policies.
- 3 Represents the Agency and/or Canada at the most senior levels interdepartmentally, domestically and internationally.
- 4 Manages the Francophone Africa Area Branch with efficiency and effectiveness.

EVALUATION RATIONALE

Vice President, Francophone Africa

KNOW-HOW

- G Mastery of foreign policy objectives and Agency goals respecting recipient countries in francophone Africa; mastery of development mechanisms and delivery processes; broad knowledge of the political, social and economic situation prevalent in recipient countries.
- IV Conceptual interpretation required to resolve competing demands for funds between and among recipient countries within a restricted area branch indicative planning figure; conceptual management required to ensure the development of effective aid programs using a variety of mechanisms; operational coordination of activities through five line divisions competing for administrative and program funds.
- 3 Successful achievement of objectives requires the incumbent of the position to deal with officials of recipient countries.
- 800 Lower number reflects the focus of the position on a particular area of the Agency's activities.

PROBLEM-SOLVING/THINKING

- G Thinking is within the overall government and Agency policies concerning development, in directing the development of recommendations for funding levels on a country basis and the identification of aid mechanisms vis-à-vis 29 recipient countries in francophone Africa.
- 4 Evaluative and constructive thinking required to respond to frequent major events affecting the aid program in francophone Africa, such as the requirement to drastically curtail or build up a program in a country or to respond to a major natural disaster.
- (57) Lower percentage reflects the requirement to develop proposals within an approved framework.

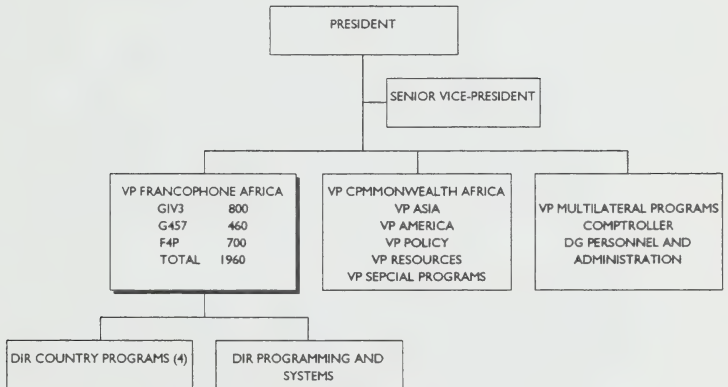
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the President/Senior Vice-President is accountable for planning and implementing the Bilateral component of Canada's aid program in francophone Africa and programming on a country by country basis special programs branch components; subject to policies designed to develop a degree of uniformity among the four area branches.
- 4P The position has a primary impact on bilateral aid program to francophone Africa. The proxy selected to represent this program is a budget of \$64.6 Mil (Constant) annually.
- 700 Lower number reflects a noticeable degree of impact on decisions concerning projects in client countries. While dollar values are high, there are other impacts on program decisions, so the primary leans toward contributory.

SUMMARY

GIV3	800	G4(57)	460	G4P	700	1960	A3
------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: N-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: N-7-A

POSITION TITLE: Head of Post/Ambassador

GENERAL ACCOUNTABILITY

Is accountable for the protection and promotion of all Canadian interests in and with Finland through the management of all Canadian federal government programs in Finland, and the provision of information, advice and assistance to departments in Ottawa, to provincial government representatives, to visiting Canadian individuals and organizations from the private sector and, on request, to Finnish officials, organizations, businessmen and other individuals with interests in Canadian matters.

ORGANIZATION STRUCTURE

This is one of some 115 Heads of Post appointed by Cabinet and accountable to the Secretary of State for External Affairs and to the relevant deputy ministers for all departments' activities in their area of jurisdiction.

One resident officer reports to the Ambassador, the Commercial Counsellor/Trade Commissioner and Consul, responsible for commercial and trade relations, and for management of embassy functions.

NATURE AND SCOPE

The Canadian Embassy in Helsinki acts as a focal point for Canadian relations with Finland, one of the smallest (in terms of population) of all countries of Europe but one which has preserved its independence, strengthened its democratic institutions and developed a highly industrialized market economy.

Bilaterally our relations are low-keyed but very good. They are based on widely shared social-political concepts; a community of interests as advanced industrialized market economy Western democracies, similar geography and climatic conditions; a common interest in Arctic development; a shared interest in sports (especially ice hockey), and growing two-way trade.

As the representative of Canadian interests in Finland, the Ambassador explains Canadian positions on matters of bilateral or multilateral concern to ministers and officials of the Finnish Government and seeks to influence Finnish positions in our favour. The position informs the Canadian government of important developments in Finland and of the Finnish government's position on questions of mutual interest, and offers advice on policies Canada should adopt in relations with Finland.

Provincial governments, Canadian companies and other private organizations and individuals are also advised and assisted. The Ambassador, through speeches, sponsoring of prestige film showings, opening tourist, cultural and other exhibits, public appearances and official hospitality plays an important role in explaining Canada to opinion-formers in Finland and in encouraging closer economic and cultural relations between the two countries. The Ambassador is chairperson of the committee on post management, oversees all post programs and deals with personnel and administration questions referred by staff, in consultation with headquarters departments, as necessary.

A significant part of the Ambassador's activity is devoted to encouraging more direct contacts between Canadians and Finns in all fields, with a special emphasis on potential for trade. Apart from activities directed toward the Finnish government and private organizations and individuals, the Ambassador works to make Canadians aware of opportunities and challenges in Finland, and meets with visiting Canadians, federal and provincial officials and businesspeople. An important challenge for the Ambassador is to develop a greater realization in Finland of Canadian capabilities as an exporter of high quality manufactured goods and capital plants.

In the economic sphere Finland is a country uniquely positioned within the East-West context. It has association status in the European Free Trade Area (EFTA) and the European Economic Community (EEC), a special arrangement with Russia under the Treaty for Friendship Cooperation and Mutual Aid and with the Comecon countries.

The Ambassador observes and reports on the economic relationships between Finland and the Eastern Bloc countries and important developments in respect to trade, energy, environment and technology.

Finland constitutes not only an important actual and potential customer for Canadian goods but, through many shared social, economic and political objectives, and its active participation in international organizations where we often have common goals, it can be an effective partner in pursuing mutual interests. It is particularly important in this context as a Western democratic but neutral state. It is the role of the Ambassador to be familiar with Canadian and Finnish interests in those international organizations to which each belongs, and to know those Finnish officials concerned with policy making in their respective fields of competence and thus to be able to ensure the promotion of Canadian interests to the extent possible and mutual cooperation with Finland where that is relevant.

The Ambassador is expected to propose changes in policy to headquarters bureaus and to recommend and initiate important bilateral exchanges such as ministerial visits and trade missions. In consultation with staff the Ambassador establishes objectives and plans for post programs and requests the allocation of the resources required. Once the level of resources is determined, the Ambassador is responsible for the effective distribution and utilization of resources to ensure that programs are carried out in accordance with established priorities and meet the objectives set for them.

The Ambassador must develop and maintain a wide range of senior Canadian and Finnish contacts to effectively build a strong relationship between the two countries. In Canada, these contacts will include federal and provincial ministers, senior public servants and top-level businesspeople. In Finland, where decision making is concentrated at a high level, it is essential that the Ambassador have easy access to ministers and, on occasion, the President.

DIMENSIONS (Constant Dollars)

FINLAND

Exports to Canada:	\$44.9 million
Imports from Canada:	\$44.9 million
TOTAL	\$89.8 million

EMBASSY (General)

Subordinate Staff Years:	21
Salary, operating and maintenance budget:	\$173,841

SPECIFIC ACCOUNTABILITIES

- 1 Develops bilateral relations between Canada and Finland by planning and controlling activities to encourage closer political, economic, commercial and cultural cooperation.
- 2 Contributes to the formulation of Canadian policy toward Finland through the provision of timely and relevant information and advice to the Canadian government.
- 3 Influences the formulation of Finnish policy in directions favorable to Canada by meeting, informing and persuading Finnish ministers, senior officials, media representatives and persons in the private sector.
- 4 Contributes to economic development in Canada by promoting Canadian trade and industrial activities through a variety of means.
- 5 Protects the interests and rights of Canadian travellers by providing efficient and effective consular services.
- 6 Facilitates the entry of Finns into Canada for temporary or permanent residence through the effective application of Canadian immigration policy and procedures.
- 7 Develops and implements a public affairs program to improve knowledge of Canada and an appreciation of Canadian cultural achievements.
- 8 Operates the Embassy effectively and efficiently.

EVALUATION RATIONALE

Head of Post/Ambassador

KNOW-HOW

- G Mastery of a range of Canadian political, economic, social, and cultural interests in and with Finland; thorough knowledge of political, economic and social environment in Finland, particularly as it may affect Canadian interests; broad seasoning in diplomacy and Canadian government activities abroad.
- III Conceptual management of a range of district programs of frequently competing interest.
- 3 Successful achievement of objectives requires directing and motivating employees; representing Canada in foreign environment; negotiating matters of sensitive nature and importance with senior officials of host government.
- 700 Middle number reflects the management of bilateral relationships between the two countries.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined parameters in interacting with host government officials and in pursuing/advancing specific Canadian interests in and with Finland; although instructions from HQ are common, frequently there is limited guidance on how to handle local environment; normally little guidance in dealing with novel situations.
- 4 Analytical, interpretive and evaluative thinking required to assess events and trends in the relationship between Canada and Finland; constructive thinking is required in successful adoption of programs carried out in territory.
- (50) Lower percentage reflects the situation where most situations that arise fall within established precedents.

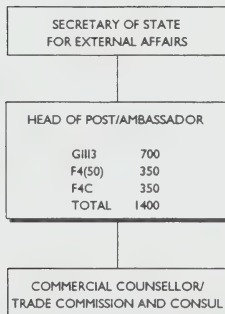
ACCOUNTABILITY/DECISION MAKING

- F Reporting to SSEA and various deputies with departmental interests at post, is subject to general guidance in overall conduct of Canadian affairs in Finland.
- 4C The position has a contributory impact on bilateral relationships with Finland. The proxy selected to represent this relationships is the trade component which is over \$89 Mil. (Constant).
- 350 High number reflects the high degree of latitude that the position has to manage all aspects of bilateral relations within the functional direction provided from HQ.

SUMMARY

GIH3	700	F4(50)	350	F4C	350	1400	0
------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: N-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: N-6-A

POSITION TITLE: Consul and Senior Trade Commissioner

GENERAL ACCOUNTABILITY

The Consul and Senior Trade Commissioner is accountable for program development and effective operation of the commercial section of the Canadian consulate in New England in its efforts to promote the export sale of Canadian products and services, attract appropriate industrial development and other investment into Canada, to protect Canadian economic and commercial interests, and provide policy recommendations, support and guidance to federal and provincial government agencies.

ORGANIZATION STRUCTURE

The position is the senior one of five reporting to the Consul General, the other four are managers of: General and Academic Relations, Employment and Immigration, Tourism, and Consular and Administration.

The Consul and Senior Trade Commissioner has ten positions reporting directly: three Canada based Trade Commissioners and three locally engaged Commercial Officers. The section has four support staff.

NATURE AND SCOPE

The Consulate General in Boston covers the New England states of Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. The Commercial Division is also responsible for high technology and defense related exports to Connecticut and for trade relations with St. Pierre and Miquelon. There has been a tradition of particularly close ties with the four Atlantic provinces because the Boston market accounts for more than 50% of Atlantic Canada's total exports to the USA. Other factors which enhance the importance of trade ties between Canada and New England include Canadian exports to the five state market area of \$1.3 Bil (Constant).

In this context, the Consul and Senior Trade Commissioner's prime responsibility is coordinating, planning and implementing a largely self-initiated trade development program to be carried out by the incumbent and colleagues in the commercial division of the Consulate General in consultation with the Head of Post, the United States Trade Development Bureau in the Department of External Affairs and the industry sector branches in the Department of Regional and Industrial Expansion. Based on well identified marketing opportunities for Canadian exporters, the trade promotion program typically involves a number of elements, among them (a) participation by Canadian firms under Canadian government auspices in 3 to 5 national trade shows annually, (b) encouragement of individual Canadian firms to participate in other specialized trade fairs, of which there are more than 15 significant ones per year,

(c) detailed market studies in specific sectors, done both by outside firms and by the commercial section, to stimulate interest by new Canadian exporters and, (d) seminars in the territory and in Canada. In addition to this self-initiated program, the position ensures that the commercial section is organized and has the necessary market information to handle the large volume of responsive work which flows from Canadian exporters, American exporters and federal and provincial government departments in Canada.

A further area of responsibility is with the American corporate and financial community in the context of pursuing Canadian industrial development objectives. An atmosphere of confidence and continued U.S. financial involvement in Canadian industry are fostered by ensuring that local corporate executives, particularly those responsible for Canadian operations, are promptly and correctly informed of Canadian government policy changes and other developments which could affect their company's Canadian operations and that these executives appreciate that their opinions are of use to and valued by decision makers in Ottawa. This is carried out in large part by corporate liaison activity involving a Post-initiated series of calls on high level corporate executives in selected target companies. The Consul also prepares seminars or conferences, often in cooperation with a provincial government or local sponsor. A major challenge is to foster increased Canadian exports and investment in the region. The Post must ensure it is properly equipped in terms of literature and information to respond to enquiries from prospective investors interested in doing business in Canada and must maintain contact with the local trade and general media to ensure that their publications accurately reflect the Canadian reality.

Another responsibility is to ensure that interested parties in the federal and provincial governments in Canadian business are kept informed of economic and financial developments in the region which might impact on Canadian interests and might not be reported on elsewhere. This necessitates an active program of reporting. The topics cover a full range of economic and bilateral trade issues, among them developments in financial markets, energy transportation, fisheries and the civic, state and regional economies.

The major challenge is to acquire enough knowledge of the large and diverse New England market and its characteristics to help Canadian exporters evaluate their market prospects, formulate rational Canadian government marketing plans, select the sectors of concentration for each officer that offer the best prospects for Canadian exporters and ensure that the market knowledge acquired is communicated to all interested parties in government or private enterprise.

The position uses continual contact with concerned federal and provincial departments and with presidents of about forty-five seafood exporting companies to minimize the threat of tariff and non-tariff trade measures. The post is the only direct link between the Canadian government, Canadian industry and the New England Fisheries Management Council. Other methods of maintaining ready access to senior federal, state and industry representatives include arranging regular, off the record discussions designed to seek common interests and minimize the differences between the neighbouring fishery industries.

Another area of responsibility is the extremely detailed work which must be done to ensure that Canadian suppliers are prepared to compete effectively in the United States' extremely complex legalistically regulated military and civilian government procurement systems. Government procurement offers abundant market prospects for Canadian who are able to adopt special marketing approaches.

The Consul and Senior Trade Commissioner must exercise experience and judgement and prove himself at any given moment as a trusted, creditable and informed interpreter of Canadian policies and local developments. Recent developments in Canadian foreign investment policies have increased the importance and sensitivity of the role.

DIMENSIONS (Constant Dollars)

Annual Staff Operating Budget excluding Canada based salaries and allowances:	\$65,523
Seafood Products:	\$872 Million
Total value of exports to area:	\$1.3 Billion

SPECIFIC ACCOUNTABILITIES

- 1 Promotes the export and sale, in this territory, of Canadian goods and services, particularly high technology industrial and defence products, seafood, building materials, furniture, gas and electricity, transportation equipment, and various consumer products.
- 2 Attracts industrial development opportunities to Canada.
- 3 Maximizes Canadian trade benefits under defence development/defence production sharing arrangements.
- 4 Harmonizes federal and provincial trade and industrial development efforts in this area, with a view to enhancing their complementarity.
- 5 Analyses and reports on local economic and governmental development and legislation which may affect Canadian interests.
- 6 Develops and maintains contacts with local business firms, government organizations, banks and industry groups in order to create and sustain a positive Canadian image in this area.
- 7 Participates with the Consul General and other division heads in setting overall mission objectives and priorities, and contributes to their accomplishment. In the absence of the Consul General, performs his/her duties as required.
- 8 Allocates and controls personnel and financial resources to accomplish the foregoing.

EVALUATION RATIONALE

Consul and Senior Trade Commissioner

KNOW-HOW

- F Extensive knowledge of the New England economy, with emphasis on the key markets in fisheries, energy, and high tech/defence; corresponding grasp of relevant Canadian (federal and provincial) policies, and issues.
- III Operational management of trade promotion industrial development, corporate liaison, and economic analysis/reporting for the New England states.
- 3 Successful achievement of objectives requires interacting with US and Canadian corporate executives and US legislators, and in motivating staff.
- 608 Highest number reflects the management of issues within a particular geographic area.

PROBLEM-SOLVING/THINKING

- F Thinking within the broadly defined objectives of the trade program for New England (i.e. promoting Canadian exports, promoting/protecting favourable image for Canada, attracting appropriate investment, providing up to date and comprehensive commercial intelligence).
- 4 Analytical and evaluative thinking required in assessing the local economic environment and responding to emerging problems or opportunities with appropriate initiatives/interventions (i.e. presenting a positive image for Canada in face of possibly contentious Canadian trade and economic and policies or conflicting federal and provincial positions).
- (50) Lower percentage reflects the principal focus on trade related issues.

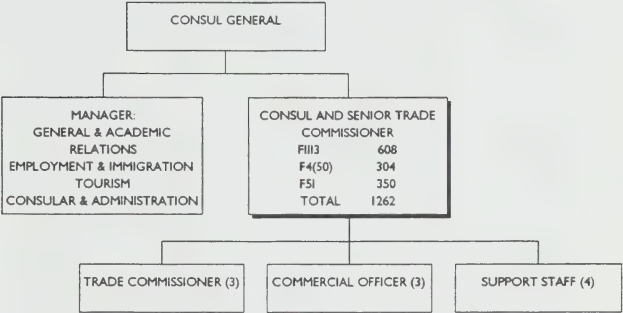
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the head of Post, acts within general managerial direction in coordinating a multi-faceted program.
- 51 The position has an indirect impact on significant portion of Canadian export sales. The proxy selected to represent these sales is the value of seafood exports of \$872 million (constant).
- 350 Highest number reflects a high degree of latitude in supporting government effects to expand exports in region.

SUMMARY

FIII3 608	F4(50) 304	F5I 350	1262	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: N-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: N-5-A

POSITION TITLE: Counsellor (Development)

GENERAL ACCOUNTABILITY

Is accountable for the local development, management, administration, monitoring and evaluation of all Canadian development assistance programs and projects in Pakistan including direct government-to-government assistance as well as special programs.

ORGANIZATION STRUCTURE

This position is one of six reporting directly to the Ambassador. The other five are: Head of Chancery (Counsellor); Counsellor (Immigration); First Secretary (Trade); First Secretary (Administration); and a Liaison Officer.

Special functions of the eight positions reporting to the incumbent are:

First Secretary (Development), carries out the day-to-day management, administration and evaluation of ongoing bilateral projects in the energy sector.

First Secretary (Development), carries out the day-to-day management, administration and evaluation of ongoing bilateral projects in the agricultural sector.

Third Secretary (Development), carries out the day-to-day management, administration and evaluation of ongoing bilateral projects in the social sector.

Locally-engaged Development Officer, assists in the administration of bilateral projects. Also performs the financial accounting of all local cost expenditures and assists with the execution of training programs.

Locally-engaged Development Officer, assists in project identification, analysis and evaluation for programs.

One Canada-based Secretary and two locally-engaged Secretaries/Clerks.

NATURE AND SCOPE

Pakistan is one of Canada's largest bilateral aid recipients. Canada's role has been significant in the development of infrastructure, particularly hydro-electric power and the railway system. Canada has also been intensively involved in the supply of industrial commodities and processed goods, and equipment and spares through commodity loans and development lines of credit. Canada has launched a major program in the oil and gas sector, a complex and sophisticated sector of involvement given the extremely high world-wide competition for goods

and services. Agriculture is a major sector of concentration with projects in both dryland and irrigated agriculture. There are a number of small but useful projects in the social sector.

The Counsellor (Development) is responsible for managing, planning and implementing the programs of the Canadian International Development Agency (CIDA). He/she is responsible for identifying new aid projects, supervising initial feasibility studies, monitoring and evaluating the implementation of ongoing projects, and recommending changes where appropriate. Heavy reliance is placed on the post to research, initiate and develop new project requests. Major sectors of the program review are drafted by the Head of the Development Assistance Section ensuring an input to the design of the program and sectoral concentration. Over the past year, the incumbent has organized and participated in major sector planning missions in the power, transportation and agriculture sectors. At the project level, the post initiates technical missions from Ottawa and participates in them to ensure that the relevant local factors have been taken into consideration during the design state of projects. Project evaluation has been given greater emphasis.

The management of this major and diversified program by the incumbent is made more complex as a result of divided federal/provincial jurisdiction in Pakistan and a very cumbersome project approval process both in Pakistan and Canada. In addition to the regular program, Canada is becoming increasingly involved in assistance to Afghanistani refugees located in Pakistan. This has meant a significant increased monitoring of Canadian Food Aid assistance directly with Pakistan and through the UNHCR.

Given the sophisticated level of the senior civil service and the capability of its operational institutions, Pakistan has a very large capacity to absorb funds, particularly in the power, irrigation, oil and gas exploration and transport sectors. The absorptive capacity in some other critical sectors is however limited (e.g. agriculture other than irrigation supply and drainage, health, education). Considerable economic and social analysis is therefore required to ensure our development efforts are in areas of high priority where they can be effective and the incumbent must therefore be highly knowledgeable about Pakistan's society and economy in order to provide the level of analysis and critical advice required by the Head of Post and CIDA Headquarters.

The incumbent's responsibilities relate to each stage of program planning, implementation and review. He/she assesses and reports to Ottawa on social, economic (macro and sectoral) and political developments relevant to the program. He/she monitors general government policies and particular regulations affecting Canadian aid. He/she is in close touch with other donors and international institutions. He/she reports on the effect of CIDA policy in the field. On the basis of this analysis, he/she participates in the annual country programming cycle, recommends sectoral orientations, identifies project opportunities and conducts preliminary project planning. He/she assists expert missions on program/project development. As well, he/she negotiates program/project agreements with recipient governments for signature by the Ambassador. He/she negotiates and signs plans of operations for specific projects.

Once intergovernmental project agreements have been signed, he/she plays a key role in project implementation. He/she monitors projects, ensuring that critical mileposts are attained on schedule. He/she maintains constant liaison with recipient government officials and Canadian experts, consultants and executing agents in the field.

The incumbent contributes on an ongoing basis to program and project evaluation. He/she prepares regular informal project evaluations on the basis of careful monitoring. As well, he/she organizes, hosts and assists visiting program/project evaluation teams. In that he/she contributes local knowledge and experience to these exercises, his/her opinions and judgement are of critical importance.

The incumbent is in constant touch with CIDA officials and the Ambassador. He/she has daily contacts with Pakistan officials on matters relating to project performance, negotiation of agreements, approval of Canadian experts, etc. He/she is a member of the Post Management Committee which discusses administrative requirements, other donors' relations with Pakistan, common problems like control of project equipment and volume of aid.

DIMENSIONS (Constant Dollars)

Number of Countries	1
Number of Staff	8
Salary, operating and maintenance budget	\$ 188,171
Program Budget (Annual)	
- Bilateral	\$11.8 Mil
- Refugee Relief	\$ 5.1 Mil
- Special Programs	<u>\$ 8.8 Mil</u>
Total	\$25.7 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Contributes to the planning of the bilateral aid program to Pakistan by assessing and reporting on social, economic and political conditions, developing or rejecting project requests, recommending approval of projects and programs.
- 2 Ensures the effective local management of bilateral projects implementation through negotiating loan agreements and memoranda of understanding with recipient governments.
- 3 Ensures proper expenditure of local costs within the recipient country, through constant liaison with recipient government with respect to bilateral, multilateral and NGO assistance. Monitors and evaluates NGO and multilateral programs functioning and/or headquartered in the recipient country.
- 4 Consults and negotiates with the recipient governments and their donor nations on questions of economic and social policy in the recipient country, development assistance policy of Canada, other donors and multilateral institutions (IBRD, UN). Reports on the same to Ottawa.
- 5 Provides advice and recommendations to Ottawa about development, administrative and economic policy and procedures. Expedites equipment deliveries, the provision of funds and responses to enquiries.

- 6 Develops capabilities of staff, new procedures and approaches to solving unforeseen problems and in the implementation of projects.
- 7 Participates in management of the Post through the Committee for Post Management.
- 8 Advises Head of Post on development assistance activities which might affect wider bilateral relationships.

EVALUATION RATIONALE

Counsellor (Development)

KNOW-HOW

- F Extensive knowledge of Canadian aid policies, objectives, programs and controls affecting the initiation, programming, management and evaluation of the full spectrum of Canadian development assistance activities abroad.
- III Conceptually develops and integrates Canadian, Pakistani, NGO and commercial goals, objectives and strategies for development; is a primary contributor to the formulation of appropriate development policies and strategies in the Pakistani environment which is characterized by a major refugee migration, as well as a developed public bureaucracy and pockets of increasingly sophisticated commercial activity.
- 3 Successful achievement of objectives requires effectively representing Canadian interests in bilateral and multi-lateral (UNHCR and IBRD) negotiations; in ministerial level meetings to discuss broad policy and strategic issues.
- 528 Middle number is consistent with the extent to which the position must reconcile conflicting interests in the development and management of development projects.

PROBLEM-SOLVING/THINKING

- F Is required to think within broadly defined goals and objectives to contribute to the formulation of aid policies and programs; report on local development and to represent and advance Canadian interests in Pakistan.
- 4 Required to analyze, evaluate and devise the means of meeting development objectives in a single country within policies, plans and procedures established at HQ.
- (50) Low number is consistent with the guidance available from both HQ and Head of Post.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Head of Mission who gives general direction, the incumbent is accountable for the local development, management, administration, monitoring and evaluation of all Canadian development assistance programs in Pakistan.
- 4C The position has a contributory impact on program. The proxy selected to represent this program is a budget of \$25.7 Mil (Constant).
- 264 Low number is consistent with the degree of participation in the development and implementation of projects requiring HQ approval.

SUMMARY

FIII3 528

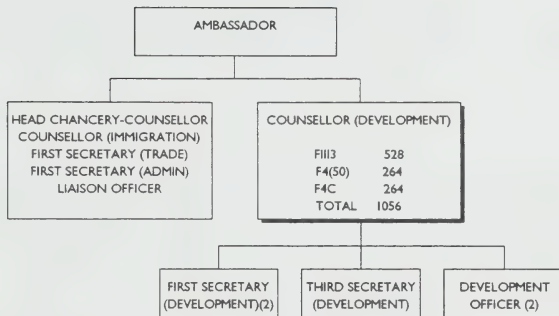
F4(50) 264

F4C 264

1056

0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: N-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-10-A

POSITION TITLE: Assistant Deputy Minister, Research

GENERAL ACCOUNTABILITY

Is accountable for the management of the research activities of the Department, except those concerning health of animals and socio-economics; for the state and applicability of science and technology in relation to the policies and objectives of the Government and Department regarding agriculture and food on a national scale.

ORGANIZATION STRUCTURE

This position is one of 12 positions at the first level, reporting to the Deputy Minister. The others include: Senior ADM Agricultural Programs; ADM International Programs; ADM Agriculture Development; ADM Food Production & Inspection; ADM Corporate Management; ADM Grains & Oilseeds; DG Prairie Farm Rehabilitation Administration; DG Personnel Branch; DG Communications Branch; Assistant to the Deputy Minister; and Director, Legal Services.

Specific functions of the six positions reporting directly to the ADM, Research are:

Director General, Priorities and Strategies (Staff of 100) directs the planning, coordination, priority setting, and the development of policy initiatives and strategies for the Research Branch.

Director General, Central Experimental Farm (Staff of 937) administers all Central Experimental Farm services; plans and manages agricultural research programs in the various departmental research centres.

Director General - East (Staff of 1214) plans and manages all research programs for the Region as well as all related administrative functions.

Director General - West (Staff of 1298) plans and manages all research programs for the Region as well as all related administrative functions.

Administrative Assistant co-ordinates administration activities of the ADM's office.

Executive Assistant assists the ADM in planning, developing and evaluating the management of research projects.

NATURE AND SCOPE

The Department promotes the growth, stability and competitiveness of the agri-food sector.

The Research Branch is the scientific arm of the Department. It is responsible for contributing to the attainment of the Department's objectives and goals through the application of science and technology to the improvement of agricultural production and food processing and product development in Canada. The Research Branch interacts with the Department's policy branches in the development of departmental as well as Branch policies and objectives.

The research programs of the Branch involve most of the disciplines of the natural sciences, including chemistry, physics, botany, zoology, animal, crop and soil sciences, as well as such specialties as engineering, statistics and food technology. Plant and animal taxonomists are engaged in defining species entities for appropriate definition and classification as well as providing a national and international identification service.

While the responsibility for agriculture in Canada, including agricultural research, is shared by the federal and provincial governments in accordance with the British North America Act, the contribution by the federal government is paramount. The Research Branch executes a leadership role in the development activity by provinces, universities and industry. The Branch operates grant and contract programs coordinated primarily through the Canadian Agricultural Services Coordinating Committee and its Canadian Agricultural Research Council, and Canada committees on animals, crops, food, land resources, socio-economics and agricultural engineering.

The ADM must decide on: the establishment of Branch policies, objectives and programs; the preparation of multi-year operational plans and the procurement of resources; the allocation of resources, primarily to the regions and centres, based on their objectives and goals; and the control of these programs and resources. The major challenge is in ensuring that, within the Department's objectives, the major constraints in the total agricultural and food systems are recognized; and that, in reducing these constraints, the role of science and technology is identified and resources are obtained and applied in the most effective and efficient manner. This must be done in coordination with the activities of other federal departments and agencies, the provinces, universities, and the private sector.

There is an increasing challenge to integrate external resources, through collaborative research, into the Branch programs. The ADM maintains a special contact with senior officials of the Agricultural Research Service of the United States Department of Agriculture, by an annual meeting and other means for an exchange of information and the coordination and development of cooperative programs. Tripartite meetings, for a similar purpose, have been established to include the U.K. and France. Contacts are also maintained with counterparts in other European countries.

The ADM actively participates in the Executive Committee in the formulation of overall Department policies and strategies impacting on the agri-food industry.

The position requires the highest of scientific knowledge and experience consistent with maintaining the health and quality of scientific research. It also requires of the incumbent awareness of the needs of a diverse and complex industry in order to make viable decisions and recommendations on research programs, policies and strategies. The interests amongst

regional and national food and agricultural organizations are often divergent and conflicting. This is made even more complex as jurisdictions are fractioned amongst the various levels of government.

The ADM must consult with senior officers of other departments and agencies on agricultural and food matters such as land resources, energy in agriculture, nutrition and food safety, which also impact on their departments and agencies. Similarly, there is consultation with deans of faculties of universities and senior officials of provincial departments as well as representatives of the private sector, such as the Meat Packers Council and the Canadian Seed Growers Association, on science and technology. Annually, the incumbent must defend the main estimates of the Branch before the Agriculture Committee of the House of Commons as well as attend, with the Minister, when the departmental estimates are being discussed.

DIMENSIONS

Person-Years:	3,557
Salary, operating and maintenance budget	\$66 Mil
Grants and Contributions:	\$2.3 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Improves agricultural production, food processing, quality and safety, and product development, by the effective and efficient application of science and technology.
- 2 Ensures that Branch programs are implemented in support of departmental objectives and goals and are coordinated with inputs from other federal departments and agencies, the provinces, universities, and private sector, recognizing the development thrust identified in each region.
- 3 Maximizes the impact of the programs of the Research Branch on the total food system by the development of effective Branch policies and objectives and the efficient management of the resources allocated to the Branch.
- 4 Contributes to the development of the Department's policies and objectives by participation in the Executive Committee of the Department.
- 5 Participates in the development of advice to the Cabinet on science policies and priorities as a member of an interdepartmental committee of scientific ADM's.
- 6 Contributes to the development of international policies and programs for agriculture and agricultural science through membership of OECD international organizations.

EVALUATION RATIONALE

ADM, Research

KNOW-HOW

- G Mastery of most disciplines of the natural sciences including chemistry, physics, botany, zoology, animal, crop and soil sciences, as well as such specialties as engineering, statistics and food technology and a knowledge of agriculture in Canada and its needs in research as well as a knowledge of provincial requirements and priorities.
- IV Coordination and conceptual management of four major branch activities through the establishment of branch policies, objectives and programs, the procurement and allocation of resources, and the control of the programs and resources.
- 3 Successful achievement of objectives requires position to provide leadership to key research staff groups and deal with provincial, national and international working groups in the capacity of chairman and participant. Represents Department at House of Commons committee.
- 1056 High number reflects the requirement for expertise and currency in agriculture research at the national and international levels and introducing latest developments into Branch programs and direction while maintaining consistency with departmental and government policy.

PROBLEM-SOLVING/THINKING

- G Thinking within general policies, principles and priorities to direct agriculture research to achieve the Department's objectives and goals through the application of science and technology to the improvement of agricultural production, food processing and production development in Canada.
- 4 Constructive and evaluative thinking required to evaluate and analyze major constraints in the total agricultural and food system, the role of science and technology, and maximize the use of resources.
- (66) Higher percentage reflecting a leaning towards a 5 due to the nature of the work, i.e. research.

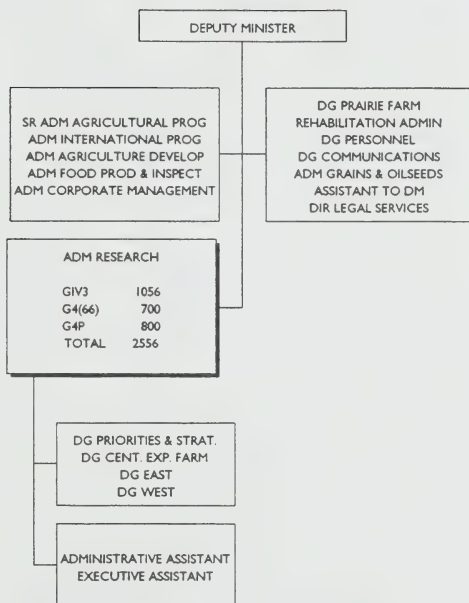
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, is subject to general guidance in the application of acts and regulations.
- 4P The position has primary impact on end results of the research program. The proxy selected to represent this program is the annual operating budget of \$66 Mil (Constant) with a staff of 3500.
- 800 Middle number reflects impact nationally and internationally on agriculture, agricultural science and agricultural production.

SUMMARY

GIV3	1056	G4(66)	700	G4P	800	2556	A1
------	------	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-9-A

POSITION TITLE: Assistant Deputy Minister, Geological Survey of Canada

GENERAL ACCOUNTABILITY

Is accountable for the formulation and management of departmental programs of scientific research and development relating to the geological and geophysical investigation of Canada.

ORGANIZATION STRUCTURE

This is one of four senior Mineral and Earth Sciences Program positions at the first level reporting directly to the Associate Deputy Minister. The other three are: Assistant Deputy Minister, Mineral and Energy Technology; Assistant Deputy Minister, Surveys, Mapping and Remote Sensing; and Assistant Deputy Minister, Mineral Policy.

Specific functions of the five positions reporting directly to the ADM are:

Director General, Continental Geoscience and Mineral Resources

(Staff of 275) is accountable for maintaining the national geoscience knowledge base, expertise and technology concerning the Canadian shield and the deep geology and geophysics of other parts of Canada, and the nature, magnitude and distribution of Canada's mineral resources, on shore and offshore, as required for the provision of scientific and technical advice and assistance to the mineral industry, provinces and other government departments.

Director General, Geophysical Surveys, Hazards and Terrain Sciences (Staff of 210) is accountable for providing the knowledge and expertise relating to the physical characteristics and properties of the earth, its physical configuration, structure and dynamic processes including the assessment of earthquake risks, gravity and magnetic surveys and development of new technology and instrumentation; and for the investigation of unconsolidated materials at the surface of the earth, their distribution, engineering properties, economic use and hazard to man, his structures and the environment.

Director General, Sedimentary and Marine Geoscience (Staff of 365) is accountable for the availability of geological and geophysical knowledge and expertise pertaining to the sedimentary rock covered parts of Canada which include the West, Rocky Mountains, East and West Coast offshore and most of the high Arctic; for oil, gas and coal resource assessment and national and international marine geoscience programs; and for the coordination of activities and programs between the operational centres and Ottawa headquarters.

Director General, Policy, Planning and Central Services (Staff of 200) is accountable for sector program coordination and planning including the offices of the Chief Geologist and Chief Geophysicist, coordination of federal/provincial agreements and special projects; for scientific publication, maintenance of the national geoscience library and the development and maintenance of national geoscience data system; for the development and maintenance of

international contacts and Canadian participation in international geoscience programs and activities; and for administrative services.

Director, Polar Continental Shelf Project is accountable for coordinating scientific investigation of Canada's polar continental shelf, the contiguous Arctic Ocean and mainland regions, and for directing, coordinating and maintaining the logistics required for scientific investigations in the Arctic environment.

NATURE AND SCOPE

The broad purpose of the Geological Survey of Canada Sector is to ensure the availability of geological information, technology and expertise on the structure, composition, and properties of the earth's surface, including the unconsolidated superficial deposits, the crust of the earth and the underlying upper mantle. These activities are required for the identification of the resource base of Canada, for the formulation of mineral and energy policy by the Department and government to facilitate the exploration and exploitation of resources, and facilitate and control development in an environmentally acceptable manner.

Major factors impacting on the conduct of scientific and technological activities related to the earth sciences are numerous and complex and include technological, environmental, political, constitutional and economic factors. Scientific and technological studies related to the structure composition and properties of the Canadian landmass, by definition, have technological constraints. As a result of both the complex nature of the programs and their extensive interactions with a wide range of other organizations, the ADM must spend considerable time managing the relationship between the Sector and its clients, senior management, and central agencies. This includes broader cross sectoral issues involving science and technology policy, ocean sciences management and mineral and energy policies.

The ADM Geological Survey of Canada has extensive freedom to act and resolve problems associated with the activities of the Sector. Nevertheless, the subject position must operate within Cabinet priorities, policies and guidelines, within policy and research guidelines established by Ministry of State, Science and Technology and within financial, personnel, and administrative constraints established by the Treasury Board and other central agencies. Further, the ADM must operate within departmental directives such as those concerning contracting out, personnel, finance and administration.

Contacts within the Department are with the Deputy Ministers and other Assistant Deputy Ministers to provide expertise and advice related to the earth sciences and to determine newly arising information requirements and chart appropriate means by which to achieve these. Contacts outside the Department include frequent contact with senior executives from other departments and central agencies to ensure their program and information needs related to the earth sciences are met, with senior executives on joint projects to determine information needs and exploration-exploitation opportunities, and with provincial government counterparts to discuss federal and joint activities in the earth sciences. Further, contacts must be maintained with senior officials of foreign governments to guarantee Canada makes effective use of opportunities for cooperative international geoscience programs.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	4,853
Branch	1,055

Salary, operating and maintenance budget: \$17,808,398

SPECIFIC ACCOUNTABILITIES

- 1 Provides geoscience information, advice and expertise to the Deputy Minister, Associate Deputy Minister and other senior departmental officials engaged in the formulation of minerals, energy, and other related policy.
- 2 Provides direction, advice and information to senior executives in the Sector in matters of government and departmental priorities, policy and programs.
- 3 Ensures that the scientific and technological activities of the Sector support the energy and mineral policies and programs of the Department and provides the geological, survey and technological information base required by industry and the public at large.
- 4 As part of the departmental management team, contributes to recognition, evaluation and solution of departmental problems and assists in formulating and implementing departmental policy.
- 5 Manages the federal-provincial, the federal-industrial liaison and joint projects related to the earth sciences.
- 6 Determines budget allocations across the Sector and ensures that activities delegated throughout the Sector are achieved within budget constraints.
- 7 Consults and negotiates with senior executives of foreign governments responsible for geosciences programs.
- 8 Provides direction to senior executives in the Sector on matters concerning the management of physical, human and financial resources and in matters of administrative policies and programs.

EVALUATION RATIONALE

Assistant Deputy Minister, Geological Survey of Canada

KNOW-HOW

- G Mastery of scientific disciplines and technologies in the earth sciences and the relevant environmental, political, constitutional and economic factors.
- IV Operational coordination of the department-wide scientific research activities associated with the earth sciences, including data base maintenance and the provision of information.
- 3 Successful achievement of objectives requires motivating a staff of 1055 to ensure their program and information needs related to earth sciences are met and, in contact with senior officials of foreign governments, discussing co-sponsorship of scientific and technological ventures.
- 920 Middle number is consistent with the expertise required to manage a major highly technical departmental program in a department which has several such programs.

PROBLEM-SOLVING/THINKING

- G Thinking within general policies and scientific principles in allocating the physical, human and financial resources of the Sector, and providing expertise, advice and information on the structure, composition and properties of the Canadian landmass to those formulating mineral and energy policies.
- 4 Analytical and constructive thinking is required in facilitating the exploration and exploitation of mineral and energy resources through evaluating constraints in technology, environment or economics and devising or negotiating program priorities, plans and information.
- (66) Higher percentage indicates a tendency to uncharted or novel approaches in managing a highly sophisticated scientific program.

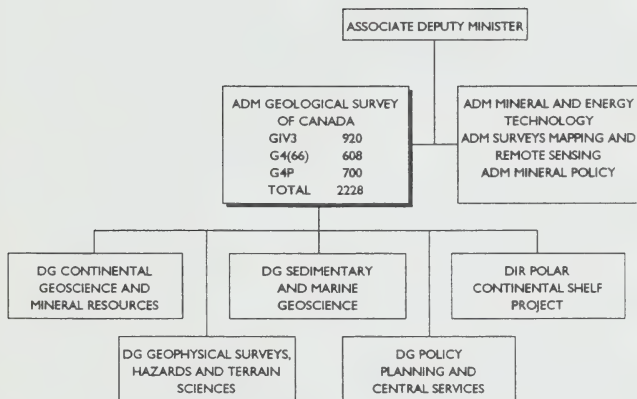
ACCOUNTABILITY/DECISION MAKING

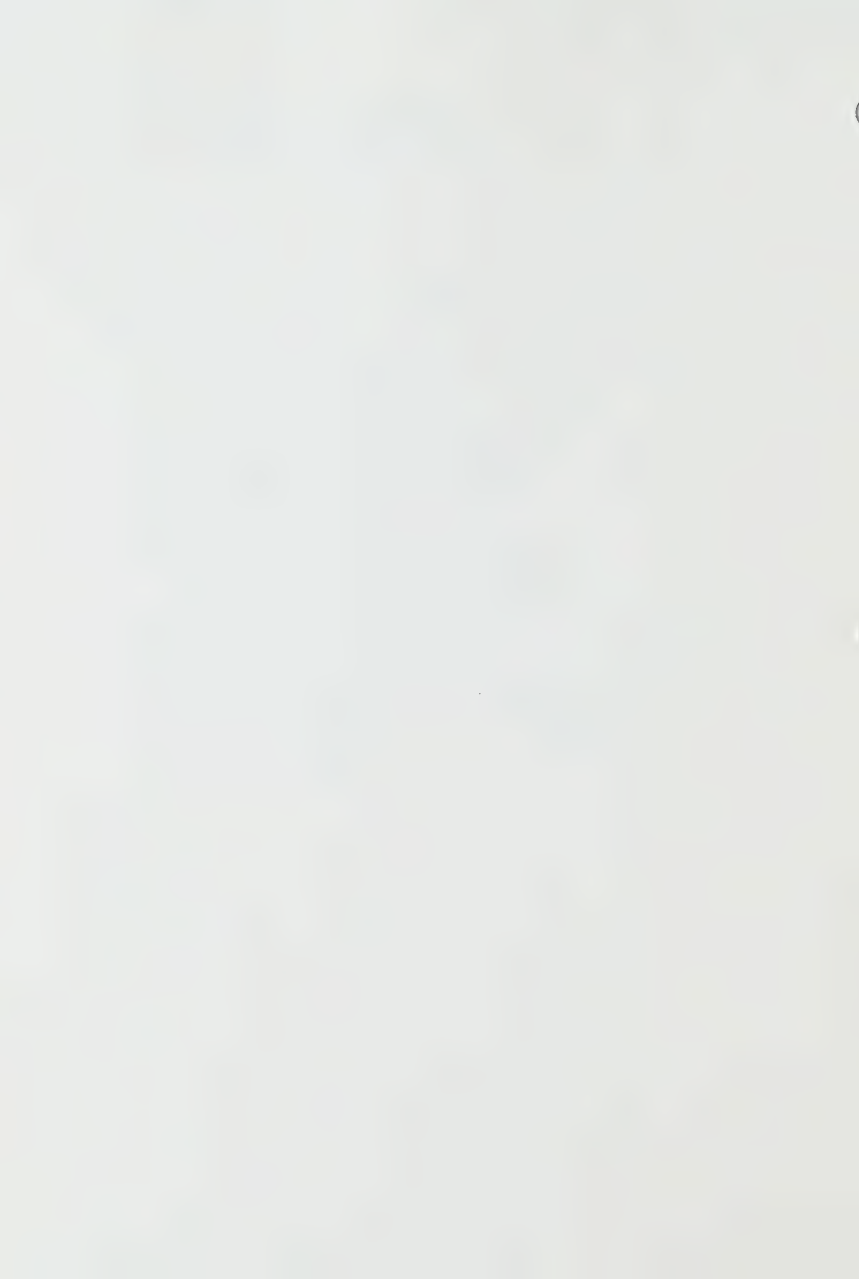
- G Reporting to the Associate Deputy Minister, manages the scientific and technological activities of the Department concerning the structure, composition and properties of the Canadian landmass. Due to scientific nature of functions, position operates subject only to general guidance from top most management.
- 4P The position has a primary impact on Branch activities. The proxy selected to represent these activities is an annual salary and operating budget of \$18 million (constant).
- 700 Low number is consistent with dollar values and the specifically-defined parameters within which the position operates.

SUMMARY

GIV3 920 G4(66) 608 G4P 700 2228 A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-9-A





GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-8-A

POSITION TITLE: Director General, Western Region

GENERAL ACCOUNTABILITY

Is accountable for the management, planning, and scientific leadership for all agricultural research programs in Manitoba, Saskatchewan, Alberta, and British Columbia, as well as a number of overseas projects. He/she is accountable for ensuring the achievement of goals and objectives in support of the agriculture and food industry within branch and departmental policies concerned with market-oriented/commodity-based strategies.

ORGANIZATION STRUCTURE

This position is one of six at the second level reporting to the Assistant Deputy Minister, Research. The other five are Director General, Eastern Region; Director General, Central Experimental Farm; Director General, Priorities and Strategies; Executive Assistant; and the Administrative Assistant.

REGIONAL ORGANIZATION

Reporting to the Director General are 15 Directors of Research Stations at Brandon, Morden, Winnipeg, Melfort, Regina, Saskatoon, Swift Current, Beaverlodge, Lacombe, Lethbridge, Agassiz, Kamloops, Skanichon, Summerland and Vancouver. The Directors manage multidisciplinary national and/or regional research and development programs in such fields as: beef cattle breeding, swine breeding, nutrition, physiology, genetics and management; breeding and/or physiology of barley, corn, soybeans and sorghum; soil fertility, agronomy, plant nutrition and seed control; cereal, oilseed and forage crops; control of insect pests of field crops; animal parasitology; animal science; irrigation and crop production.

NATURE AND SCOPE

The Department promotes the growth, stability and competitiveness of the agri-food sector.

The Director General is responsible for the planning, execution and control of overseas technical assistance programs. It is a challenge to ensure that projects incorporate adequate input in problem identification and in experimental approaches from the relevant scientific disciplines. There are currently a number of such projects, for example, in greenhouse technology.

The Director General, utilizing scientific training and experience in research, evaluates advice received from program committees, work planning meetings, program coordinators, and other specialists with respect to program modifications and new programs. He/she authorizes research projects in support of regional programs and ensures that human and materiel

resources are available for their execution, reviews annual and long-term work plans for each program, reporting accomplishments, causes for lack of progress, and plans for improving research productivity. The incumbent is accountable for the overall quality of scientific publications and technology transfer activities of the Region.

A major challenge is in ensuring that, within the goals and objectives of the Branch, the major constraints in the agriculture and food system are recognized, and that, in reducing these constraints, the role of science and technology is identified, and resources are obtained and applied in the most effective and efficient manner.

The Director General must be continually aware of the needs of a diverse and complex industry, not only within the Region but nationally as well, in order to make viable decisions and recommendations on research and development programs, policies and strategies.

The Director General has the overall responsibility in his/her region for contract and collaborative research where the Branch and an element of the private sector share costs and/or staff and facilities to achieve a private sector objective. Within this sphere the DG collaborates very closely with the Coordinator, Industry Relations who is the Branch's facilitator. The Director General is the key spokesperson, and represents the Branch at all negotiations.

The Director General must be capable of rationalizing decisions concerning an industry in which the interests among regional food and agricultural organizations are often divergent and conflicting, and in which jurisdictions are fractioned among the various levels of government. These decisions and recommendations must also take into account the overall departmental policy regarding commodity based-market oriented program structure. The Director General must actively participate in the branch management committee in the formulation of branch policies and strategies impacting on the agri-food industry. The Director General maintains contacts with senior officials of the agri-food industry, and other responsible provincial and federal departments and universities, to discuss and resolve problems of mutual benefit. His/her contacts also extend to officials of foreign countries, and international research institutes concerning agricultural research and development, and technology transfer.

DIMENSIONS (Constant Dollars)

Number of Subordinate Staff Years: 1,275

Salary, operating and maintenance budget:	\$14,107,740
Capital Budget:	\$ 7,860,415
Contract Research:	\$ 155,610
Revenue	\$ 723,948

SPECIFIC ACCOUNTABILITIES

- 1 Improves agricultural production, food processing, quality and safety, and product development, in support of branch objectives and goals, by the effective and efficient application of science and technology coordinated with the inputs of other federal departments and agencies, the provinces, universities, and private sector to the developmental thrusts identified in the Region.
- 2 Maximizes the impact of the programs of the Region on the food system by the development of effective objectives and the efficient management of the resources allocated to the Region.
- 3 Contributes to the development of the branch's policies and objectives by participation in the management committee of the Branch and ensures cooperation on regional goals and objectives.
- 4 Ensures the coordination of the regional program of agricultural and food research through effective leadership and scientific knowledge.
- 5 Contributes to the development of Branch policies and programs for agriculture and agricultural science and technology transfer.
- 6 Takes remedial action on matters of concern where the application of agricultural science and technology can aid in removing the cause for concern. Examples include agriculture-based pollution and disease and pest control.
- 7 Assesses the priority of regional research programs and maintains these programs at the highest level possible.
- 8 Provides the scientific, technological expertise and leadership required to manage programs, and achieve the goals and objectives of the research stations.

EVALUATION RATIONALE

Director General, Western Region

KNOW-HOW

- G Mastery of the agriculture sciences and agriculture and related research techniques and methodologies. Knowledge involving the disciplines in the natural sciences including chemistry, physics, botany, zoology, animal, crop and soil sciences as well as statistics and food technology. Knowledge also required of the national and world political, economic and technical developments impacting on agriculture research.
- III Coordination of activities in the region including the management of a diverse scientific program, the administration of fifteen Research Stations, the management of overseas technical assistance programs and the establishment of regional policies, objectives and programs.
- 3 Successful achievement of objectives requires the position to manage and motivate a large decentralized staff, to interact with counterparts in provincial governments and industry and to participate on departmental, interdepartmental, national and international committees.
- 800 Highest number reflects near exceptional mastery in specialized know-how and solid management coordination.

PROBLEM-SOLVING/THINKING

- F Thinking within the broad policies and goals of the Research Branch to provide and develop agricultural research programs and capacity to ensure improved agriculture production, food processing and product development; and to provide information services and technology transfer to the industry.
- 4 Analytical thinking is required to recognize major constraints in the agricultural and food system and constructive thinking to obtain and apply resources effectively, in cooperation/coordination with other Regions, provincial authorities and university researchers, satisfying regional development and research objectives and the needs of the Region.
- (57) Higher percentage indicates near uncharted, because of a creative scientific and technological thinking environment.

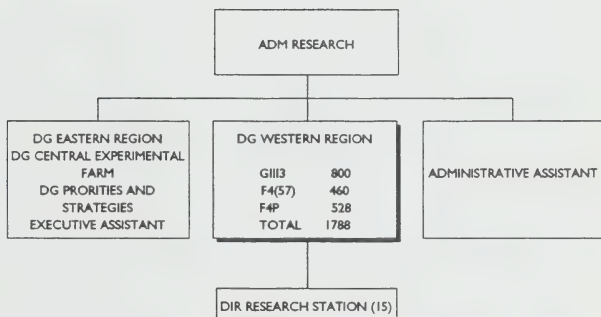
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Research, is subject to functional policies and goals of the Department and the Research Branch vis à vis regional development and research priorities. Contributes to the formulation of Branch strategies, allocation of resources to regions and the direction of national research programs on agriculture and food.
- 4P The position has a primary impact on research and development activities in the Western Region. The proxy selected to represent these activities is an operating budget of \$14 Mil (Constant).
- 528 Middle number reflects a noticeable degree of freedom in determining regional research program and the size of budget.

SUMMARY

GIH3 800	F4(57) 460	F4P 528	1788	A1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-7-A

POSITION TITLE: Director General, Research and Development

GENERAL ACCOUNTABILITY

Is accountable for the policy, planning, programming and evaluation within the government, of transportation research and development; the programming and management of selected transport technology research and development projects, the planning, programming and management of the transportation segment of the energy research and development program of the government.

ORGANIZATION STRUCTURE

This is one of fourteen positions at the second level reporting to the ADM, Policy and Coordination. The others are Senior Director General, Policy and Coordination; Director General, Strategic Policy; Director General, Air Policy and Programs; Director General, Marine Policy and Programs; Director General, Surface Policy and Programs; Director Executive Services; and seven Regional Directors.

Specific functions of the three positions reporting to the incumbent are:

Director, Research Planning and Coordination (Staff of 13) is responsible for the development of policy, plans and evaluation criteria for transportation technology R&D to guide the Department and other departments, and to meet the needs of the Canadian transportation system.

Director, Research Program Development (Staff of 8) is responsible for transport research program development, including the transportation components of the federal energy R&D program, and joint cooperative research program development with provinces and industry, through mechanisms such as the Council on Highway Transportation Research and Development.

Director, Transportation Development Centre (Staff of 52) is responsible for the operational planning and management of the activities of the Transportation Development Centre; to perform a wide range of transport R&D studies and projects in fulfilment of the needs of the Department, the government and private industry.

NATURE AND SCOPE

The Department attends to the development and operation of a safe and efficient national transportation system.

The objective of the Directorate is to ensure that the technology R&D activities in the Department support the strategic objectives, are selected and planned to yield short and/or

long-term benefits, are programmed and executed in the most cost-effective manner, and result in early and widespread acceptance of new technologies of benefit to the public.

The Directorate is thus called upon to monitor a wide range of information sources, domestic and foreign, to observe and interpret social, economic and technical trends to synthesize these data as inputs for the research planning process.

The Director General is responsible for research program development activities needed to address specific tasks. This consists of the design of strategies and the allocation of resources to address priority problem areas and related opportunities. Whenever possible, the active participation of others is sought, both in and out of government, by means of tangible resource commitments to projects. While cost sharing enhances the applicability of the research results, it is essential that it does not result in excessive dispersion of objectives and responsibilities. A difficult issue is that of priority selection for the allocation of scarce resources to meet the needs of very different groups of constituents (road, rail, aeronautics, marine) located in all regions of Canada and presenting a wide range of risk elements and potential rewards.

The Director General is called upon to exercise an advocacy role for the cause of advanced technology in transportation, through participation in the activities of a number of committees, fora and associations, representing a wide variety of academic, scientific, professional and regional interests. He/she acts as the chief scientific advisor for the Department.

In serving the federal energy research and development program, a major responsibility of the Directorate is related to the effect of future energy supply and price trends on the technology employed in the transportation sector. The collection and interpretation of a wide range of information is necessary to characterize the present and future situations, to map out strategies adapted to rapidly changing constraints which could seriously handicap the capability of the transportation system in the future.

DIMENSIONS (Constant Dollars)

P/Y	75
Research and Development Program	
Salary, operating and maintenance budget	\$1,057,972
Grants and Contributions	\$ 383,631

Department Yearly Procurement - \$191.8 million
Department Annual R&D - \$ 3.6 million

SPECIFIC ACCOUNTABILITIES

- 1 Provides policy advice for the conduct of transportation technology research and development in Canada to senior management of the Department, to other departments, and to the industry, through established consultative bodies.
- 2 Develops, in consultation with other government agencies and the industry, strategic plans to address national needs and opportunities for technology R&D for each sector of the transportation system and related industry.
- 3 Provides functional leadership and direction on behalf of the ADM for the planning and programming of all of the technology R&D activities carried out for and on behalf of the administrative, technical and financial support to line managers as needed.
- 4 Plans, develops and manages a program of transportation technology R&D to meet the needs and objectives of the Department and the Canadian transportation system, in conformity with the national objectives, plans and priorities, and with the active participation of other agencies of governments, the transportation system operators and the related industry, by exercising management control of the transportation development centre.
- 5 Plans, develops and manages the two major transportation-related components of the energy R&D program of the government.
- 6 Assists in the strategic planning activities of the Department by providing the ADM and staff with analysis and interpretation of technological trends affecting the transportation system and the Department's mission.

EVALUATION RATIONALE

Director General, Research and Development

KNOW-HOW

- G Mastery of Department and federal government policies on transportation; intensive and extensive knowledge of the state of the art in transportation technology and those areas where R&D will have the maximum potential pay-off, including energy R&D. Excellent knowledge of the management and coordination on techniques applicable to a large R&D function.
- III Operational and conceptual coordination of the R&D program for transport including energy conservation. Integration and coordination of Department. R&D with the policies and programs with those of the Department and the transportation industry at large.
- 3 Successful achievement of objectives requires the incumbent to motivate staff and present and discuss departmental R&D thrust with the government and to the transportation industry.
- 700 Middle number reflects the degree of scientific knowledge and managerial expertise required to manage the research and development activities within a largely operational department.

PROBLEM-SOLVING/THINKING

- F Within general government and departmental policies, undertakes major ongoing studies that will have an impact and effect on future energy supply and the price trends on the transportation sector.
- 4 Analytic and constructive thinking required to synthesize these data as inputs for the planning process.
- (57) Higher percentage is consistent with the responsibility of the position for setting the course for departmental R&D.

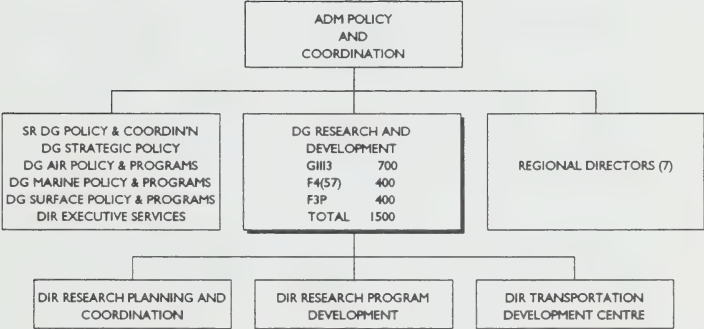
ACCOUNTABILITY/DECISION MAKING

- F Reporting to ADM Policy and Coordination, the position establishes R&D objectives and priorities within departmental strategic priorities.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is an operating budget of \$1.05 million (constant) and influence on R&D budget of \$3.6 Mil (Constant).
- 400 Middle number reflects the responsibility of the position for controlling all departmental R&D activities on behalf of the ADM.

SUMMARY

GIH3	700	F4(57)	400	F3P	400	1500	0
------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-7-B

POSITION TITLE: Director General, Forest Science

GENERAL ACCOUNTABILITY

Is accountable for the formulation of science policy and for planning and directing research programs and technical services.

ORGANIZATION STRUCTURE

This is one of six positions at the second level reporting to the Assistant Deputy Minister, Forestry Policy. The other five are: DG Forestry Development; DG Policy, Planning and Economics; DG Technology and Industry Relations; Director, Forest Pest Management Institute; and Director, Petawawa National Forestry Institute.

Specific functions of the five positions reporting directly to the incumbent are:

Director, Research Program Coordination (Staff of 28) directs forest research programs in the areas of forest renewal and production, environmental forestry, forest pathology and entomology, and forest fire.

Director, Forest Insect and Disease Survey (Staff of 14) directs the Canada-wide Forest Insect and Disease Survey and advises on the implications of survey results to research programs.

Director, Research Policy and Evaluation (Staff of 7) develops and implements forest research policies and strategic priorities.

Director, Scientific Services (Staff of 19) co-ordinates, plans and implements computer systems in support of research.

Executive Assistant (1) co-ordinates administrative and personnel matters as well as all Ministerial correspondence for the directorate.

NATURE AND SCOPE

The Department promotes and enhances the sustained economic utilization of Canada's forest resources through environmentally sound forest management.

The Forest Science Directorate consists of a HQ unit providing policy and strategic direction, scientific leadership and functional guidance as well as evaluation of research and technical services programs in six Regions and two National Research Institutes. Total resources allocated to this activity amount to \$15,637,084 (Constant) and 826 PYs (including about 300 professionals).

The effective management, utilization and protection of Canada's forestry resources is largely dependent upon the federal government's ability to provide strong scientific and technological leadership through in-house research as well as forest development policies and programs. In-house R&D programs are aimed at improving forest management practices through effective technology transfer to the provinces and industry. The R&D program has the ultimate objective of increasing the efficiency and effectiveness of forestry management and utilization, reducing the costs of growing, protecting, harvesting and developing forest resources and consequently enhancing the Canadian forest sector's international competitiveness.

The DG must provide leadership and scientific and technological expertise required to develop policies, priorities, objectives and goals which will establish research programs that will be the leading edge in forestry research in Canada. The DG identifies, analyzes, and interprets a wide range of new scientific and technological trends, at the national and international level, that are relevant to the management and utilization of the forest resources of Canada and translates them into directives and guidelines for the orientation of in-house programs. This knowledge base is also employed in influencing the overall direction of forest research in Canada to meet critical needs of the forest sector.

A significant degree of planning and coordination is required in order to develop research policies and priorities and to establish goals and objectives. The incumbent reviews research proposals from the regional research centres and the National Institutes to assess their scientific and technological merit and their contribution to the Department's research and technological priorities and objectives. Proposals are then approved, modified, or rejected based on the incumbent's assessment of them.

The incumbent is responsible for planning and coordinating the analysis and assessment of federal programs which have an impact on technology transfer within the department and other forestry agencies. The DG also advises other senior officials within the Department on methods for organizing the transfer of technology activities within the Department and to other departments (e.g., remote sensing in EMR, biotechnology in NRC, etc.), governments, universities and industry.

The DG advises the Assistant Deputy Ministers, Deputy Minister, Minister and other senior management within the Department, other departments and research establishments on priority research programs and on potential issues which would result from proposed research and development policies, programs and projects. Specific advice provided to senior management is employed to determine viability, relevance and acceptability of forest policies and programs.

The DG provides executive direction to the scientific and technical editing unit to ensure that scientific and technical publications produced by the Service are of high quality and that they communicate effectively the results of research and Service programs to clients.

The incumbent manages the Secretariat to the Forest Research Advisory Council that advises the Deputy Minister on the status, critical needs and priorities of forest research in Canada. The incumbent also assesses the advice received from the regional and provincial advisory committees to the six Regional Centres and from the advisory committees to the two National Institutes to ensure that departmental programs are responsive and relevant to client needs, as well as forward looking.

Active contacts are maintained with senior officials of other federal departments, other governments, universities, industry, national and international agencies, to negotiate agreements, joint approaches and to coordinate forestry research efforts. The incumbent also presents Canadian policies, objectives and programs when meeting with universities, professional associations, industry and the public.

The DG represents the federal government and the Department at national and international scientific meetings and conferences to define and explain Canadian policies and strategies in the areas of forest research and development programs. The incumbent also represents the Department and the federal government to provide the scientific, technological and research management expertise required to direct collaborative national and international forest research programs such as forest insect and disease survey and the Canada-USA cooperative budworm research program. The DG also negotiates cooperative agreements and coordinates research activities of all levels of government, national and international agencies, universities, and professional associations.

A major challenge of the position is to provide scientific and technological managerial leadership to develop research programs which will lead to significant scientific advancements relating to the management and utilization of forestry resources in Canada. This challenge requires that the incumbent be able to identify problems with current research and make recommendations as to methods for resolving these problems. The incumbent provides national leadership by influencing the overall orientation of forest research capability in Canada and of training of forest research scientists to meet present and future critical needs of the Canadian Forest Sector.

The Directorate operates within departmentally-approved person-year and fiscal budgets. This base program is augmented through cooperative work arrangements developed by the Director General with universities, provincial agencies and private industry. Major changes in program and additional resources budgets to facilitate new thrusts are proposed, as required, to the ADM, Forestry Policy.

DIMENSIONS (Constant Dollars)

Person-Years	69
Salary, operating and maintenance budget	\$1,023,018
Capital	\$ 6,394
Grants and Contributions	\$ 204,603
Research Budget	\$ 15.6 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides the scientific and technological expertise and leadership required to develop policies, goals and objectives for forestry research and program development within the Department and in Canada.
- 2 Presents overview of the status of forest insects and diseases in Canada, their impact on forest resource base, provides timely forecasts of their epidemics and scientific basis for quarantine regulations applicable to forestry and forest products (both imports and exports).
- 3 Ensures R&D programs conform to established science policies through the implementation of an evaluation program.
- 4 Represents the Department and the federal government at national and international meetings and conferences to define and explain departmental policies and strategies relating to forestry research development and to negotiate agreements to undertake cooperating research activities.
- 5 Assesses new areas of science on the national and international scene of importance to the Department.
- 6 Assesses federal programs which have an impact on technology transfer activities and advises on methods for arranging the transfer of technology within the Department and between other agencies, and associations with programs having an impact on forest management and utilization.

EVALUATION RATIONALE

Director General, Forest Science

KNOW-HOW

- G Mastery of forestry and other related scientific disciplines and of the scientific and technological trends and developments, and social, economic and environmental issues that impact on forestry, its management and utilization across Canada.
- III Coordination of diverse national forestry research programs, science policy development; planning and evaluation of research programs and the liaison with other federal science agencies.
- 3 Successful achievement of objectives requires the incumbent to provide highest level of departmental advice on national science policy, to represent the Department and to influence the direction of forestry research programs.
- 700 Middle number is consistent with the role as principle science advisor for research undertaken in a single industry sector.

PROBLEM-SOLVING/THINKING

- F Thinking within general policies and guidelines, provides the scientific, technological and management leadership necessary to develop research programs for the Department, which will lead to significant scientific advancements relating to the management and utilization of forest resources.
- 4 Analytical, interpretative and constructive thinking required to identify needed areas of research and problems with current research and to develop recommendations and courses of action to be taken to resolve these problems.
- (57) Higher percent reflects the requirement of the position to determine the direction the Department is to take in the conduct of R&D projects, either by the federal government alone or jointly with provinces and private sector.

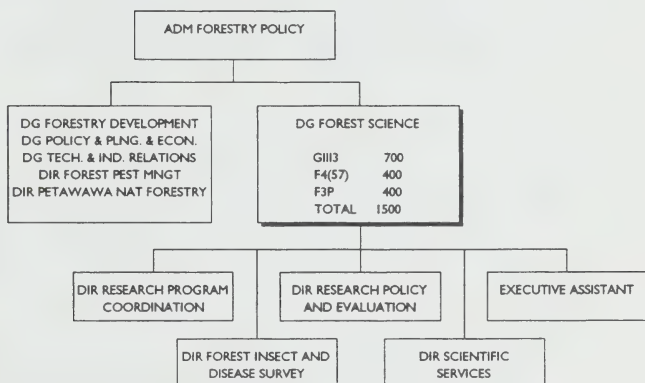
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Forestry Policy, is broadly subject to functional policies and goals in the provision of forest science leadership to the department and to Canada.
- 3P The position has a primary impact on Directorate operations. The proxy selected to represent these operations is a budget \$1 Mil (Constant). There is also a contributory impact on total research program as represented by a budget of \$16 Mil (Constant).
- 400 Middle number reflects a noticeable degree of impact on research budget.

SUMMARY

GIH3	700	F4(57)	400	F3P	400	1500	0
------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-7-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-6-A

POSITION TITLE: Director, Biological Sciences

GENERAL ACCOUNTABILITY

Is accountable for the management of the multidisciplinary research program in fisheries and biological oceanography, aquaculture, habitat, enhancement, and for the liaison and coordination of these programs with other relevant branches within the Region and other regions.

ORGANIZATION STRUCTURE

This is one of three positions at the third level reporting to the Regional Director, Science. The others are: Director, Hydrography and Director, Physical and Chemical Sciences.

Specific functions of the nine positions reporting to the Director are:

Administrative Office: Responsible for administrative support

Secretary: Responsible for secretarial services

Senior Advisor is accountable for coordinating and advising on planning, organizing, and administering the multidisciplinary research programs.

Chief, Marine Fish Division (Staff of 79) is accountable for conducting biological research and investigations to provide advice for the management of groundfish, pelagic, and marine mammal resources.

Chief, Habitat Ecology Division (Staff of 23) is accountable for conducting research and investigations to provide advice on habitat issues in freshwater, coastal zone, continental shelf, and the deep ocean.

Chief, Biological Oceanography Division (Staff of 28) is accountable for conducting basic and applied research on marine plankton in coastal, shelf and oceanic habitats, including inter-relationships with physical and chemical environments, necessary to provide advice for the management and exploitation of marine resources, and on the impact of climate variations and trends.

Chief, Benthic Fisheries and Aquaculture Division (Halifax Fisheries Research Laboratory) (Staff of 48) is accountable for conducting biological research and investigations to provide advice for the management of invertebrate and marine plant resources, and is accountable for conducting research and providing advice on disease and nutrition in support of aquaculture; is also Director of the Halifax Fisheries Research Laboratory.

Chief, Freshwater and Anadromous Division (Staff of 77) is accountable for conducting biological research and investigations to provide advice for the management and enhancement of the freshwater-dependent fishery resources in the Region, including the running of six hatcheries.

Chief, Aquaculture and Invertebrate Fisheries Division (St. Andrews Biological Station) (Staff of 35) is accountable for conducting biological research and investigations to provide advice on aquaculture and on some of the invertebrate fisheries in the Bay of Fundy; is also Director of the Biological Station, St. Andrews.

NATURE AND SCOPE

The Department carries out the federal government's constitutional responsibilities with respect to the management of Canada's fisheries.

Scientific advice on the fisheries resources, habitat research, aquaculture, resource development, fisheries, and biological oceanography programs is essential to the achievement of the objectives assigned to fisheries management. Besides departmental regional fisheries managers, clients for scientific advice also include the private sector, industries impacting on fish habitat, other levels of government, international fisheries agencies, science agencies, and the general public.

The acquisition of knowledge base and provision of scientific information and advice for management and development of the fisheries and of fish habitat contribute to the sustained economic utilization and development of Canada's aquatic renewable resources and the conservation, restoration, and development of fish habitat.

The development and transfer of technology associated with aquaculture and resource development provide new opportunities for job creation, enhanced economic growth and the promotion of increased production of species in high market demand. These activities are in keeping with federal science policy which focuses on the transfer and application of research and development to commercial enterprises and on greater collaboration between government and industry.

The Director is responsible for providing the total biological and scientific initiative and support required for managing, protecting, and expanding the freshwater and marine fish resources in the Region. He/she is responsible for providing the scientific base for the development of long and short-range policy planning through assessing stocks to provide advice on the state of the resources; the forecasting of fish stock abundance; the development and application of mariculture techniques in salt water and freshwater; fish habitat research; expanding stocks of economically valuable fish, shellfish, marine mammals, and marine plants; the provision of knowledge of ecological processes in systems associated with oil and gas development; addressing ecological aspects of ocean dumping; and improving the ability to predict changes in ocean climate and forecasting the productivity of offshore marine fisheries.

Key responsibilities of the Director concern the planning and conducting of research and enhancement projects and the allocation of funds and human resources to the various activities. The spectrum ranges from short and reactive programs to long-range research. The setting of objectives, the allocation of resources, and the process of review are extensive and complex problems of concept and priority involving research and development requirements for national and international fisheries.

In discharging his/her responsibilities, the Director maintains contact with university professors, senior provincial and industry officials, as well as with senior representatives of other national and international scientific fisheries management societies and organizations. The Director ensures that the scientific findings and advice are transferred through publication and by representation on the appropriate advisory bodies and committees related to fisheries management, and through involvement in the work of the Fisheries Management Service and in the Canadian Atlantic Fisheries Scientific Advisory Committee, in support of extended jurisdiction agreements and negotiations, in various management committees, and in support of negotiations at meetings of international commissions.

The Director is responsible for six professional divisions, and handles program development and identification of priorities. His/her responsibilities in the area of human resource management of 250 employees include the identification, implementation and evaluation of employee training; establishment of work standards and performance and control indicators; adjustment of organizational structures; employee performance appraisal; and staff selection. The staff consists of researchers, biologists, engineers, technicians and support staff, located throughout the region, with the main components based at the St-Andrews Biological Station, the Bedford Oceanography Institute and headquarters in Halifax.

DIMENSIONS (Constant Dollars)

Person Years:	293
Salary, operating and maintenance budget:	\$3.6 Mil
Capital Assets:	\$1.4 Mil
Capital Budget:	\$111,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that resources and personnel assigned are utilized optimally in accordance with established financial and personnel procedures.
- 2 Assesses priorities, new research requirements, to ensure the efficiency and efficacy of existing programs and reallocates resources to meet changes required.
- 3 Works with the Regional Director, to ensure the efficiency and efficacy of existing programs and reallocates resources to meet changes required.
- 4 Interacts with other branches within and agencies outside of Fisheries Management to ensure that duplication of effort is avoided and a coordinated approach is used.
- 5 Assists and advises Division Chiefs on the recruitment of professionals, especially scientists, and on their annual assessment.
- 6 Generates research, information, and advice to promote the rational utilization of fisheries resources in the Scotia-Fundy Region.
- 7 Initiates and implements an organization plan for the Biological Sciences Branch.

EVALUATION RATIONALE

Director, Biological Sciences

KNOW-HOW

- G Mastery of a variety of fields of marine science including population dynamics, species biology, ecology, chemistry, oceanography as well as such specialties as limnology and fluviology. A knowledge of Canadian fisheries and their ocean habitat and their research requirements, particularly as those requirements apply to the Region.
- II Directs the research and investigative activities in biology, ecology, oceanography and aquaculture.
- 3 Successful achievement of objectives requires that scientific findings and advice be communicated to industry and the public; also involves participating in jurisdictional negotiations and representing the Department on advisory bodies and committees related to fisheries management.
- 608 High number reflects the depth and breadth of knowledge required and the management of somewhat related activities in the marine science field.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference to provide biological/marine science research and enhancement programs in the region.
- 4 Evaluative and analytical thinking required in assessing priorities, new research requirements, efficiency of programs and resource allocation.
- (57) Higher percentage reflects generally defined goals and objectives and the adaptive thinking required to carry out the research and investigative activities.

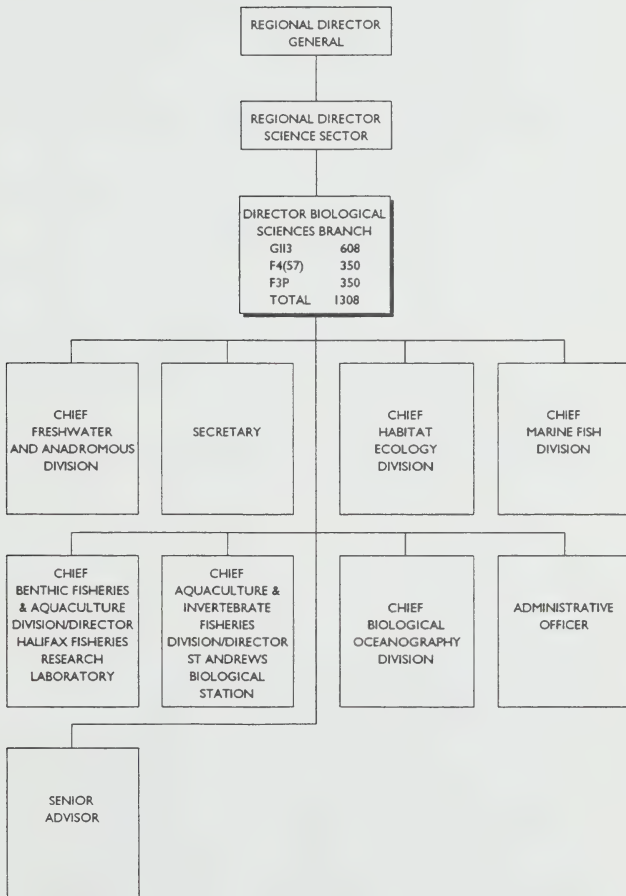
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Regional Director, Science, is subject to general managerial direction; manages two off-site laboratories.
- 3P The position has a primary impact on the operations of the Branch. The proxy selected to represent these operations is an annual operating budget of \$3.6 Mil (Constant).
- 350 Low number reflects the size of the budget and the direction received from a superior conversant with the activities.

SUMMARY

GI13	608	F4(57)	350	F3P	350	1308	O
------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-6-A





GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-6-B

POSITION TITLE: Director, Food Research Centre

GENERAL ACCOUNTABILITY

The Director is accountable for the management of all research and service programs at the Food Research Centre (FRC), including the provision of policy development, leadership and representation services.

ORGANIZATION STRUCTURE

This position at the third level is one of seven reporting to the Director General, Central Experimental Farm. The others are:

- Director, Land Resource Research Centre
- Director, Animal Research Station
- Director, Engineering & Statistical Research Centre
- Director, Biosystematics Research Centre
- Director, Plant Research Centre
- Regional Co-ordinator

Reporting directly to the Director are six positions: Chief, Operations; 4 Team Leaders (Dairy, Processing, Safety & Nutrition, and Sensory & Structure); and the Chief, Food Science Services.

NATURE AND SCOPE

The Department promotes the growth, stability and competitiveness of the agri-food sector.

The Food Research Centre (FRC), established in 1962, is the largest established public sector food research centre in Canada. It assists Canada's food and beverage industry to become more efficient, productive and competitive by developing new and improved processing technology and ingredients, and improving food quality, safety and nutritional value of products. Its clients are food processing companies and associations; Agriculture Canada branches and agencies; and other government departments requiring food research and advisory services (e.g. NRC, CIDA, ISTC, Fisheries & Oceans, SSEA, HWC, CCA).

The FRC contributes to the attainment of Branch and departmental objectives through the operation of multi-disciplinary research and development programs on the utilization of agricultural resources as food for humans. The Centre applies expertise in chemistry, biochemistry, food science, toxicology, microbiology, sensory evaluation, nutrition, instrumentation and engineering to programs on food quality, food processing, development of new foods and food ingredients, nutrition and safety. The opportunities, problems and

concerns to which these programs respond are national and regional in origin. Projects deal with agricultural products of regional origin, (for example, cereals and oilseeds, milk, meat, and fruits and vegetables), but also encompass food products derived or manufactured from such sources which have national and regional distribution, processing and sales. There are export and import replacement implications for many of the semi and fully processed products.

The Director manages research & development activities focused on industry and/or government recognized problems or opportunities in the processing/preservation of agricultural produce, including safety/nutrition concerns, as well as mission-oriented, longer term basic research needs. The Director provides advisory services to the Department and its Branches, other government departments and agencies on technical issues relating to food quality, cost, safety and nutrition; and to food and beverage companies and industry associations. The position provides scientific evaluation and project management services for contracts and grants, e.g. Agriculture Canada, NRC and other granting agencies.

The Director represents the Branch, Department, or Canada at government, national and international meetings. The Director represents Canada at UN agencies such as FAO, WHO, Codex Alimentarius, and IAEA; frequently chairing intergovernmental fora (e.g., currently serves as Chairman of International Consultative Group on Food Irradiation sponsored by FAO, WHO and IAEA), and represents the North American Region on the Codex Alimentarius Executive Committee. The Director represents the Department on boards of non-profit organizations and trade association technical committees. The Director also chairs the interdepartmental committee (5 departments) on Codex Alimentarius activities and acceptance/compliance to international food standards.

The Director maintains a high level of technology transfer to members of the food industry, industry associations, scientific community, other R&D centres and provincial ministries. Since numerous items of technology to be transferred are also considered as patentable inventions and/or licensable "know how", coordination with Canadian Patents and Development Ltd., and recipients of licensed inventions is an essential and additionally demanding aspect in these technology transfer responsibilities.

The Director evaluates advice and recommendations received from industry technical committees, Branch or departmental work planning meetings, Branch program coordinators and specialists, national scientific committees and his scientific staff with respect to program modifications and new programs.

The Director authorizes research projects (internal and collaborative) in support of establishment priorities and allocates human and material resources for their execution. The Director reviews and approves annual and long-term work plans for each program, reporting accomplishments, explaining deviations, and projecting plans for improving research productivity.

The Director exercises control over financial, procurement, property management and personnel activities of the Centre within Department policies and instruments of sub-delegation.

A major challenge of this position lies in directing the planning processes for projects and programs in a manner to assure adequate input to problem identification from relevant segments of the food science and technology community, including the industry, and in experimental approaches from relevant scientific disciplines. In so doing, the Director must

arbitrate differences of opinions among scientists while assuring technical credibility and feasibility, encouraging and motivating planning in a creative and innovative manner, and considering the personal career aspirations of scientists and technicians.

Another major challenge is the identification of constraints to progress in research projects and the initiation of corrective action. The Director has the authority and responsibility to authorize new and revised projects in support of the Centre's objectives, subject only to departmental policies and the constraints imposed by the approved budget and PY allocation. New programs or projects requiring additional resources must be approved in principle and receive a budget allocation by the Director General before institution. The Director has the mandate to establish and manage collaborative research projects with private enterprises which are cost-shared and jointly managed.

Another major challenge of the position is the assurance of adequate evaluation of the numerous external proposals for contract research, grants and other funding, and the provision of suitable scientific authorities and liaison officers for review and management of the funded proposals. The financial aspects of contracts for initiation, modifications and approval are the responsibility of assigned scientific authorities and ultimately the Director.

Contacts are maintained continuously with industry technical directors, program branches of the Department (Director, DG and ADM levels) are maintained frequently regarding supportive research projects, product evaluations, regulatory changes, marketing plans and contract research project execution. Contacts with other Departments (NRC, ISTC, Fisheries & Oceans, External Affairs, CIDA, Health and Welfare, CCA) are frequent regarding review of collaborative research projects, program planning, advice on food regulations and standards, evaluation of external proposals for funding, training of students from developing countries, and other matters related to establishment activities (e.g., SSC, DPW). Contacts with the academic community are frequently maintained on cooperative research, grants and training of scientists for the food science field.

DIMENSIONS (Constant Dollars)

Number of Person-Years:	59
Salary, operating and maintenance budget:	\$767,263
Annual Capital Budget	\$111,253
Current value of grants & contracts managed:	\$511,508

SPECIFIC ACCOUNTABILITIES

- 1 Directs the planning, conduct, reporting, publication of results and technology transfer of research and development projects in support of departmental, Branch, and Centre's objectives.
- 2 Ensures establishment research program objectives are achieved in a manner which will provide optimum impact upon agricultural, food industry, and scientific community.
- 3 Ensures relevance of research and optimal collaboration by maintaining continuous liaison with departmental, federal, provincial and university authorities, other research establishments and the food industry.

- 4 Identifies, negotiates, implements and reports on collaborative research projects with the private sector, and ensures appropriate procedures and measures are implemented to retain confidentiality of collaborative research undertaken with commercial clients.
- 5 Ensures timely, high quality technology transfer to the agriculture and food industry, federal departments and agencies, provincial extension services and the scientific community.

EVALUATION RATIONALE

Director, Food Research Centre

KNOW-HOW

- G Mastery of agricultural research as it applies to agricultural resources as food for humans including such disciplines as chemistry, biochemistry, food science, toxicology and microbiology.
- II Operational management and coordination of activities related to the utilization of agricultural resources as food for humans, such as research on food quality, food processing, development of new food ingredients, nutrition and safety.
- 3 Successful achievement of objectives requires motivating research staff, understanding and liaising with universities and the private sector (both of whom share R&D programs with the Centre), provincial governments and other federal departments and agencies.
- 608 High number reflects great depth of scientific expertise, given the importance of food research to the Department and its many clients.

PROBLEM-SOLVING/THINKING

- F Thinking within broad departmental, Branch and establishment objectives in the provision of all research and development programs at the Centre, ensuring that goals and objectives are reached by prescribed target dates.
- 4 Creative, analytical thinking required to direct problem identification and experimental problem-solving approaches, encourage research technology in industry in areas of identified opportunity, arbitrate differences of opinion among scientists and identify constraints to progress in research projects, and initiate corrective action.
- (57) Higher percentage reflects the requirement of the position to develop novel solutions to scientific problems.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Director General, receives general direction in the orientation and formulation of agricultural research projects and procedures. Only new projects requiring additional resources have to be approved by the Director General.
- 2P The position has a primary impact on the food research programs. The proxy selected to represent these programs is an annual operating budget of \$767,000 with a staff of 59.
- 304 Middle number reflects a noticeable impact on contract program, and indirect impact on the Canadian food industry and the size of the budget.

SUMMARY

GII3 608

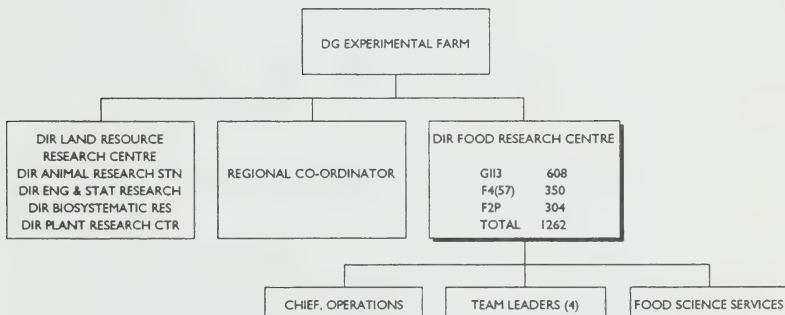
F4(57) 350

F2P 304

1262

P1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: O-5-A

POSITION TITLE: Program Director

GENERAL ACCOUNTABILITY

Is accountable for the definition of a Canadian remote sensing satellite program which provides a pre-operational capability to supply timely ice and ocean information to marine transportation and off-shore platforms for Arctic and east coast operations, global crop and geological data and research data for monitoring the land and open oceans.

ORGANIZATIONS STRUCTURE

This is one of four positions at the third level reporting to the Director General, Canada Centre for Remote Sensing (CCRS). The others are: Director, Operations; Chief, Administration; and Chief, Program Planning.

Reporting to the RADARSAT Program Director are:

Project Development Manager (Staff of 6) is responsible for developing data applications and user agency participation plans, assisting in international agreements, recommending data policy options, and carrying out overall economic analysis of user services and technology exploitation.

Space Segment Program Manager (Staff of 10) is responsible for defining the technical performance of the radar and the spacecraft (which also must accommodate a scatterometer and optical sensor), defining a mission control facility and the mission operations, producing cost estimates for the implementation and operating phases, and assisting in international negotiations with space partners.

Ground Segment Manager (Staff of 2) is responsible for liaison with the space segment and for designing and building a ground system compatible with ERS-1 and RADARSAT, to receive, process and distribute ice and ocean data to atmosphere environment service facilities and land data to provincial and federal agencies.

ERS-1 Satellite Co-ordinator is responsible for Canadian positions on ESA program and technical committees that avoid duplication of industrial development required for ERS-1 and RADARSAT Program.

Chief Radar Scientist is responsible for scientific guidance on radar technology and applications development.

Mission Planner is responsible for planning, launch, and satellite mission.

DSS Contract Manager is responsible for contract matters.

Project Planning Officer Provides project management support.

Secretary Provides secretarial services.

NATURE AND SCOPE

The RADARSAT Project is a multi-year, multi-million dollar interdepartmental project led by the Department but with major contributions in facilities and personnel contributed by Communications Canada and Environment Canada. The ERS-1 satellite and the ground segment will start operations in 1989 with a 2 or 3 year life. RADARSAT obtained approval in 1986 for a launch in 1990/1991 with a 5 year life.

This project represents a new initiative to diversify the Canadian space industry from its role in communication satellites by developing a remote sensing satellite capability. Internationally, remote sensing satellites are evolving from a research and demonstration role into quasi-commercial enterprises. The RADARSAT follow-up program constitutes Canada's entry into the emerging market at the critical period before any nation has established itself as the radar satellite data supplier. As lead department, the Department coordinates Canadian resources and activities to plan for the implementation of these radar satellite systems.

General direction for the RADARSAT Program is received from the Director General, from the monthly PIC meetings, and from the Advisory ADM Committee which co-ordinates government policy on radar satellite development and implementation, conducts high level meetings with agencies planning radar satellite programs, and provides direction on major project issues.

The RADARSAT Project Office functions as a self-contained unit at its own location. Some of its activities are supported by a Communications Canada Project Technical Office and by working groups on ice, oceans and renewable and non-renewable land resources, drawn from industry, university and government specialists throughout Canada and the United States.

Major factors that affect the implementation of a remote sensing satellite program are: identifying the resource and environmental information needs of user agencies and industries and demonstrating that these needs can be economically supplied in a suitable time frame (oceans and sea-ice reconnaissance are federal responsibilities but land resources require a delineation of the federal-provincial responsibilities for the satellite data acquisition, archiving, and the derived resource information); developing user agency participation plans and cost recovery policy options; producing a Canadian industrial competence in spaceborne synthetic aperture radar technology; negotiating international agreements for collaboration; identifying the costs of the program and the resulting economic, technological and sovereignty benefits.

The program is technically complex requiring expertise in synthetic aperture radar technology, satellite systems, ground stations, diverse data applications in the fields of sea-ice, oceans and land resources, and major project management techniques. Its administration requires extensive interdepartmental co-ordination, promoting the acceptance of remote sensing technology by federal, provincial, and industrial user agencies, developing cost recovery policy

options and negotiating an estimated 66.5 million dollar (Constant) cost-sharing arrangement with space partners. Functions performed personally by the incumbent:

- establishing the organization, personnel, reporting structure, budget and schedule for the project and its implementation phase and providing project management,
- writing draft Cabinet papers, Treasury Board submissions and position papers on Canadian remote sensing programs,
- presenting papers and briefings to international symposia and agencies on the total program,
- reporting on the project status to the PIC, Ad Hoc Advisory Committee, and Interdepartmental Committee on Space and making recommendations on policy and program for the major issues of the project,
- establishing bilateral agreements with NASA or other space agencies and interdepartmental agreements,
- developing data policy alternatives for cost recovery from foreign and domestic users,
- negotiating the terms of international participation in the implementation phase by NASA, the UK, and possibly others for their space contributions,
- ensuring that the ERS-1 technology is used where appropriate to reduce RADARSAT risks and costs.

Major challenges include maintaining a cohesive program direction while satisfying the objectives of each department; establishing a spaceborne radar industrial competence, so as to negotiate international space remote sensing programs from a position of strength; developing relationships with the users of satellite data, particularly oil and gas companies, to convince them that they should support the program in its development and follow-up phases; producing a Cabinet submission that provides evidence of costs and benefits and analysis of alternatives.

The Director maintains contact with representatives of other departments for reporting purposes and to discuss and advise on the placement of this project within the total space program. Industrial contacts are with the executive officers of the aerospace industry, oil and gas companies and the Canadian Wheat Board to develop the long range plans of these agencies to use the satellite system. Wide ranging contacts must also be established within the remote sensing user community.

The Director is a member of the following committees: CCRS Management Committee, Canadian delegate for UK/Canada and NASA/EMR agreements on RADARSAT, and on International Earth Observation Satellite Committee, Chairman, Working Group on Satellite Technology, Institute for Electrical and Electronic Engineers, and Canadian Remote Sensing Society.

DIMENSIONS

Staff: 26, plus 4 Mission Requirements Committees totalling 60 drawn from all parts of Canada.

Salary, operating and maintenance budget: 25 million (Constant) over next 3 years.

SPECIFIC ACCOUNTABILITIES

- 1 Manages the RADARSAT Major Crown Project by meeting the project objectives, directing staff, ensuring financial control to stay within allocated resources, developing international cost sharing arrangements, producing Cabinet memoranda and supporting documentation.
- 2 Manages the Canadian participation in ERS-1 to ensure that maximum technology and data services can be applied to Canadian microwave remote sensing programs, and directs the design and construction of the pre-operational ground system for ERS-1 and RADARSAT to ensure the provision of "real-time" services for ice and oceans forecasts and for global crop monitoring.
- 3 Develops the government position and provides for industrial involvement in remote sensing space programs and establishes user endorsement and plans for participation.
- 4 Develops and recommends data policy options for cost recovery from domestic and foreign users.
- 5 Advises the ADM, R&T, Associate DM and Deputy Minister on remote sensing space programs and related issues.
- 6 Develops R & D programs which serve the national interest in microwave remote sensing by analyzing national and international technology policy trends.
- 7 Represents the Department or Canada at national and international meetings to present the Canadian viewpoint, maintain liaison with international bodies, and foster co-operative efforts on Canada's participation in an international program for new satellite remote sensing systems.

EVALUATION RATIONALE

Program Director

KNOW-HOW

- G Mastery of remote sensing as it applies to the Canadian Remote Sensing satellite program and a state-of-the-art knowledge of synthetic aperture radar technology, satellite systems, ground stations, diverse data applications in the fields of sea-ice, oceans and land resources, and major project management techniques.
- II Operational coordination of a research and development and implementation program which is technically complex and highly specialized.
- 3 Successful achievement of objectives requires motivating a staff of 26, providing advice and guidelines on major space program issues, negotiating agreements for international cooperation with space agencies and companies and cost sharing agreements with domestic and foreign data users.
- 528 Middle number reflects the expertise required to manage a highly technical project in cooperation with provinces and private sector.

PROBLEM-SOLVING/THINKING

- F Thinking within clearly defined policies and objectives, under general direction, the position develops the government position and provides for industrial involvement in remote sensing space programs, establishes user endorsement and plans for participation in the program, develops and recommends data policy options for cost recovery from domestic and foreign users, and analyzes national and international policy trends.
- 4 Constructive, analytical thought required in the evaluation of the remote sensing satellite program against alternative delivery systems, industrial capability and loading, and timing of major user needs and in providing leadership and direction to the remote sensing satellite development program which includes development of part of the space radar and the complete ground system.
- (50) Lower percentage reflects input of the position to deliver project within defined mandate.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Director-General, Canada Centre for Remote Sensing, is accountable for the implementation of a remote sensing satellite program including the identification of the resource and environmental needs of user agencies and industries, demonstrating that these needs can be economically supplied in a suitable time-frame, development of user agency participation plans and cost recovery policy options; production of a Canadian industrial competence in spaceborne synthetic aperture radar technology; and negotiation of international agreements.
- 3S The position has a shared impact on the satellite project. The proxy selected to represent the program is a budget of \$25 million (constant) over three years.
- 264 Low number recognizes the degree of latitude that the project director has in managing a new Canadian initiative with the input of a number of partners.

SUMMARY

GII3 528

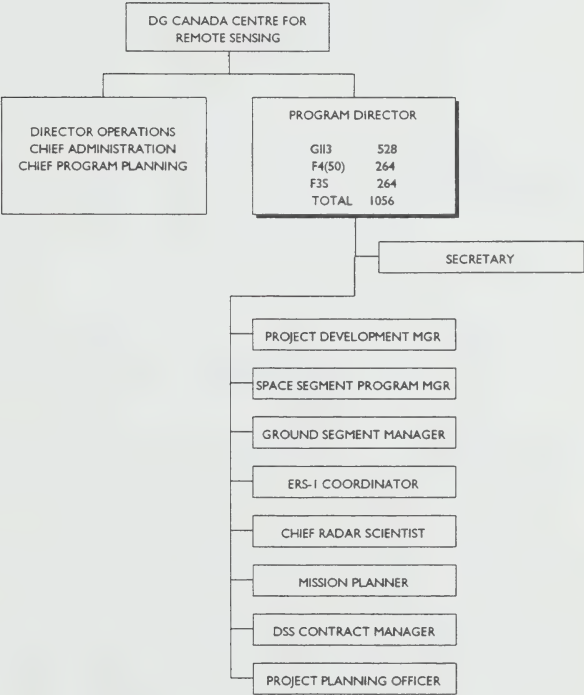
F4(50) 264

F3S 264

1056

0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: O-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-10-A

POSITION TITLE: Assistant Deputy Minister, Health Protection

GENERAL ACCOUNTABILITY

Is accountable for developing policies and programs to provide Canadians with safe and effective drugs and protection against health hazards associated with the environment, with food, cosmetic and medical device products, and the abuse of drugs.

ORGANIZATION STRUCTURE

This is one of eleven positions at the first level reporting to the Deputy Minister. The others are: Assistant Deputy Ministers, Corporate Management; International and Intergovernmental Affairs; Policy, Planning and Information; Income Security Programs; Social Service Programs; Health Services and Promotion; Medical Services; Principal Nursing Officer; ADM Fitness and Amateur Sports; and Director General, Personnel Administration.

Specific functions of the seven positions reporting to the Assistant Deputy Minister, Health Protection are:

Director General, Field Operations (Staff of 532) is responsible for planning and implementing a national program to achieve compliance with regulatory standards of selected foods, drugs, cosmetics and medical and radiation-emitting devices sold in Canada, and to provide information to the public to help in self-protection from known hazards.

Director General, Environmental Health (Staff of 255) is responsible for national programs to identify, assess and reduce the adverse effect on human health of the chemical and physical environment and for ensuring the safety, effectiveness and non-fraudulent nature of medical devices sold in Canada.

Director General, Food (Staff of 258) is responsible for the planning, direction and management of national programs to provide for the protection of consumers from health hazards related to food products sold in Canada and the establishment of human nutrient requirements and nutrient standards for foods.

Director General, Laboratory Centre for Disease Control (Staff of 179) has national responsibilities for the development and implementation of improved laboratory diagnostic procedures and other measures to combat communicable disease agents and the surveillance of communicable and non-communicable diseases.

Director General, Drugs (Staff of 467) is responsible for the planning, direction and management of a national program to ensure that drugs for sale in Canada for human use are safe and effective, that drugs for veterinary use are effective and do not cause harmful residues in foods, that drugs subject to abuse are controlled and that cosmetics are not harmful.

Director, Central Services (Staff of 219) is accountable for the provision of effective scientific information (library), computer, financial and administrative services, to facilitate the achievement of organizational objectives, programs and projects in a timely and cost-effective manner.

Executive Director (Staff of 5) is responsible for planning, policy coordination, management practices, access to information, occupational health and safety and the management of the ADM's office, as well as providing executive support to the ADM.

NATURE AND SCOPE

The Department is responsible for a variety of programs designed to improve the social well-being of Canadians and reduce illness and untimely death of Canadians associated with both natural and man-made environmental hazards.

There are both centralized and decentralized organizational components to provide the proper environment, and allow for information exchange within and between, the scientifically oriented program areas, and to facilitate the varied field activities directed at the regulated industries, and the consuming public.

The ADM develops and directs a scientific and professional, multi-faceted program to respond to expanding needs and increasing scientific complexities.

The ADM represents the Branch on policy and major scientific issues in relation to needs of the Deputy Minister and Minister, and manages the Branch to achieve regulation over health hazards, with optimum effectiveness and efficiency in resource utilization, and with attention to relative priorities.

The ADM is responsible for negotiating with senior officials of other departments and agencies, to establish the policy to govern the development and implementation of cooperative program initiatives. This is necessary because of shared responsibility in administering regulatory legislation and policies, or because cooperative action of other departments may be necessary to achieve regulatory objectives of the Branch. For example, there is interface with Consumer and Corporate Affairs on hazardous products and food labelling; with Agriculture on pesticides; with Environment on environmental pollutants; and with Atomic Energy Control Board on radiation concerns. There are similar situations with the provincial level of government requiring the incumbent's action.

The position is responsible for ensuring that program goals and activities are developed, consistent with government policies, to remove unnecessary regulations and to obtain comments from the regulated industry and the public in the determination of policy directly affecting them.

The ADM is the senior manager of a multidisciplinary, science-based regulatory agency, dealing with a wide variety of subject matter areas including, foods, drugs, cosmetics, medical devices, biologicals, laboratory diagnostic methods and materials, environmental pollution and occupational health. The legislation administered in whole or in part, includes the National Health and Welfare Act, Food and Drugs Act, Narcotic Control Act, Radiation Emitting Devices Act, Hazardous Products Act, Atomic Energy Control Regulations and the Canada

Dangerous Substances Regulations. The clientele of the Branch is broad and includes the general public, a variety of industries, professional and scientific organizations, local, provincial and federal agencies, international agencies and foreign governments.

The incumbent operates within the terms and conditions of legislation and established policies. Changes in legislation are developed and recommended for consideration of the Deputy Minister and the Minister and in turn, Parliament. Changes in regulations and in product standards are prepared for the approval of the Minister. The position is responsible for policy decisions/recommendations on compliance as opposed to the day-to-day decisions on seizures, etc. made at subordinate levels.

The ADM is a member of the Management Committee and is in regular contact with peers, on program and administrative matters of common interest. There is frequent contact directly with the Minister to provide briefings on policy and program matters. The incumbent chairs interdepartmental committees on program policy matters, and serves on committees and task forces with senior government officials on such matters as regulatory reform, evaluation of scientific programs and revision of estimates presentation. The incumbent shares responsibility with the Chief Medical Officer for the United Kingdom and the Commissioner, United States Food and Drug Administration, for establishing ways and means to deal with problems of mutual concern to the three countries.

The incumbent must be aware that, in recommending policy on significant regulatory matter, he/she may cause serious problems in relationships with the regulated industries, professional organizations, provincial officials and consumers.

DIMENSIONS (Constant Dollars)

Person Years:

Department	8,895
Branch	1,919

Branch salary, operating and maintenance budget	\$27,056,265
---	--------------

SPECIFIC ACCOUNTABILITIES

- 1 Optimizes the health, social and economic benefits to the Canadian public, by recommending long and short term strategies and objectives to serve as the basis for ministerial and government decisions for legislation, policies, priorities and related resource allocation.
- 2 Provides the fullest possible protection from controllable health hazards to all Canadians by directing the design and implementation of major policies, goals and strategies and related evaluation and control measures.
- 3 Ensures that the quality of scientific information generated is recognized nationally and internationally by establishing Branch standards for scientific and professional performance.

- 4 Represents the scientific and professional views and positions of the Branch before national and international commissions, task forces, cabinet and parliamentary committees, and the media, with respect to major health concerns, program and organizational issues.
- 5 Directs the resolution of major control issues or problems with industry, professional and private organizations.

EVALUATION RATIONALE

Assistant Deputy Minister, Health Protection

KNOW-HOW

- G Mastery of scientific issues coupled with broad experience required to effectively manage the program and be the Department's senior spokesperson to the public and media.
- IV Conceptual coordination and operational management of a multi-disciplinary, science-based regulatory agency and related activities within the Department, for safe and effective drugs and protection against health hazards associated with the environment, with food, cosmetic and medical device products, and the abuse of drugs.
- 3 Successful achievement of objectives requires position to obtain compliance with regulatory standards on safety and effectiveness; to address issues with a high degree of public or political sensitivity; to discuss with other agencies or departments who share responsibility in administering regulator legislation and policies.
- 1056 Highest number reflects a tendency to comprehensive managerial know-how in view of the broad range of activities from scientific research to regulations.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined policies with the main consideration on the relationship between the Department and the regulated industries, professional organizations, provincial officials and consumers.
- 4 Need for analytical thinking to evaluate scientific information and constructive thinking to reconcile the information with the departmental goals, political sensitivity, public opinion and industrial interests.
- (66) Higher percentage reflects strength in problem solving environment and emphasis on creative solutions to managerial dilemmas and policy initiatives.

ACCOUNTABILITY/DECISION MAKING

- G Accountable for developing policies and programs for safe and effective drugs and protection against health hazards associated with the environment, with food, cosmetic and medical devices products, and the abuse of drugs.
- 4P The position has a primary impact on the health protection program. The proxy selected to represent this program is an operating budget of \$27 Mil (Constant).
- 800 Middle number indicates strength on freedom to act in developing and maintaining the regulatory framework governing health hazards, solid budgetary amount and indirect impact on regulated industries.

SUMMARY

GIV3 1056

G4(66) 700

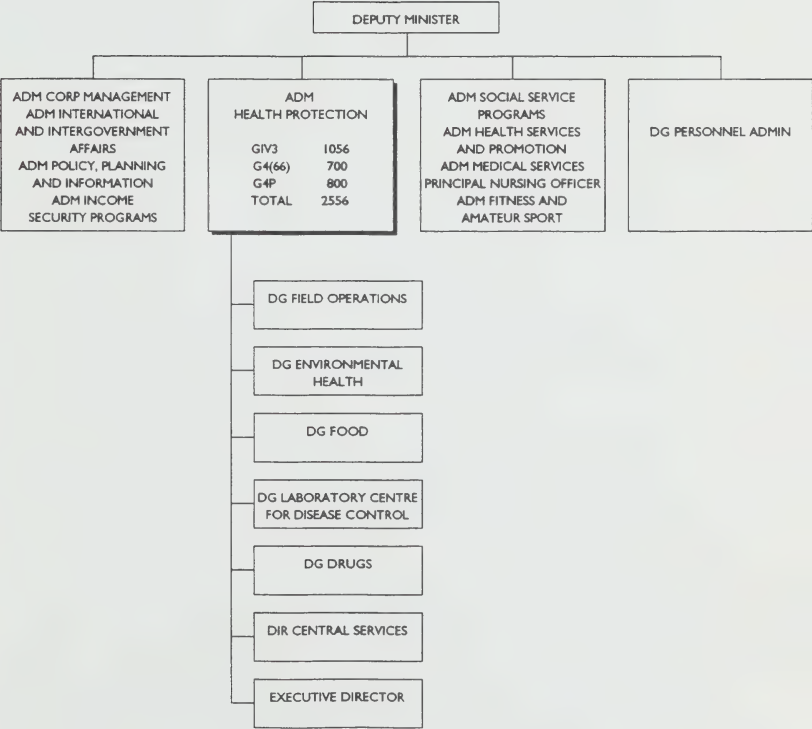
G4P 800

2556

A1



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-9-A

POSITION TITLE: Assistant Deputy Minister, Customs Programs

GENERAL ACCOUNTABILITY

Is accountable for the development of policies, procedures, systems, subordinate legislation and legislative proposals, respecting the assessment of Customs duties, taxes and other special levies on imports; for the conduct of valuation, anti-dumping, and countervail investigations, and for the resolution of final level redress decisions, on behalf of the Deputy Minister or the Minister, under Customs legislation.

ORGANIZATION STRUCTURE

This is one of ten positions at the first level reporting to the Deputy Minister. The others are: Assistant Deputy Ministers, Customs Operations; Excise; Corporate Management; Directors General, Personnel; Audit and Evaluation; Directors, Public Relations; Legal Services; Departmental and International Affairs; and Internal Affairs.

Specific functions of the five positions reporting to the ADM, are:

Director General, Tariff Programs (Staff of 167) is responsible for the development and implementation of national policies and programs, legislative proposals relating to the administration of tariff classification and status, drawbacks, refunds and remissions; functional direction and advice to the field; and appeals to the Deputy Minister on tariff classification and tariff relief matters.

Director General, Assessment Programs (Staff of 150) is responsible for the development and implementation of national policies, programs, systems and legislative changes, required to protect Canadian business from unfair and/or injurious import competition, arising from undervaluation, dumping, subsidization and unusual marketing conditions; functional advice and direction to the field; and statutory appeals against import levy decisions.

Director, Legislative Affairs (Staff of 8) is responsible for ensuring the development of the Department's customs legislative base, the management of the review and processing of prime and subordinate legislation, the initiation and coordination of activities which will ensure the development of policies and administrative changes consistent with such government initiatives and policies as law reform, regulatory reform and the new Charter of Rights and Freedoms.

Director, Adjudications (Staff of 36) is responsible for ensuring that the penal provisions of the Customs and Excise Acts are applied in a uniform and equitable manner across Canada; making certain that citizens are treated fairly, that the penalties imposed are reasonable, equitable and suit the infraction; and ensuring that final decisions rendered on behalf of the Minister by delegation through Order in Council, are in accordance with law, equity and jurisprudence, and are defensible before the Federal Court.

Director, Management Systems and Services (Staff of 38) is responsible for the development and delivery of Branch management systems in the areas of planning, programming, accountability reporting and management information and control systems; the development and implementation support of a performance measurement system for the Branch; Branch audit responses and the analysis of Cabinet Documents; the control of Branch expenditures; and the provision of administrative support services.

NATURE AND SCOPE

The responsibilities of the Department, in the Customs area, are to administer various Acts, relevant legislation and regulations, to control the movement of people, goods and conveyances entering or leaving the country, and protecting Canadian industry from real or potential injury caused by the importation of dumped or subsidized goods, as well as by other forms of unfair foreign competition.

The ADM Customs Programs manages the organization charged with the development of strategies, policies and systems governing the assessment of duties and taxes under the Customs Act, Customs Tariff and other Customs-related legislation. In addition, the ADM manages seizure and forfeiture adjudications under Ministerial Authority, the disposition of assessment appeals, and the development of the Department's cases for Tariff Board hearings, the conduct of valuation investigations in foreign countries, and the investigation of cases of alleged injurious dumping or subsidization of imports.

Against a background of changing economic conditions, trade patterns and legislation, the incumbent translates the legislation relating to the assessment of duties and taxes on importations, into national policies and systems for implementation. In addition, the incumbent is responsible for contributing to the development of new legislation, through the assessment of the administrative feasibility and appropriateness of proposed measures. The ADM administers provisions for appeals to the Deputy Minister, against assessments of duty on imports.

The incumbent provides functional direction to the Customs Operations organization respecting duty and tax assessment, on such matters as the assessment and collection of duties and taxes on imported goods and collection of anti-dumping duties. In addition, the Minister and Deputy Minister depend upon the accuracy, timeliness and appropriateness of advice on highly sensitive matters related to tariff application, adjudication, Anti-Dumping Tribunal and Tariff Board cases, as well as anti-dumping, valuation and countervail investigations.

The ADM establishes continuous interdepartmental relationship to bring forward Customs concerns and to influence the legislation, policies and systems of any other department having a direct impact on Customs Assessment programs. The incumbent is often called upon or must point out to other governmental officials, whether proposed legislation is practically applicable.

At the international level, the ADM serves as a departmental representative at the Customs Co-operation Council. This international forum provides opportunities to increase harmonization of Customs practices which are in Canada's interest.

The ADM represents the Department in meetings and negotiations with senior authorities from foreign countries, other federal and provincial bodies, from national, industrial and professional associations.

DIMENSIONS (Constant Dollars)

Department Person-Years	9,577
Staff:	402
Salary, operating and maintenance budget:	\$3,876,623
Duties and Taxes collected:	1.6 billion

SPECIFIC ACCOUNTABILITIES

- 1 Develops and establishes appropriate rules, policies, systems and procedures for the assessment and collection of Customs duties and taxes, which are consistent with government fiscal and economic goals and objectives and the laws of Parliament.
- 2 Monitors Customs Operations application of assessment rules, policies, systems and procedures, to ensure equity and consistency.
- 3 Seeks to the greatest extent possible, increased harmonization of world Customs practices to facilitate international trade and prevent Customs fraud and tax evasion.
- 4 Administers headquarters Customs assessment operations, such as anti-dumping, countervail and valuation investigations, and redress decisions under Customs-related legislation.
- 5 Provides effective executive management in keeping with sound managerial principles, personnel and financial practices, for greater managerial accountability and responsibility, and contributes to overall direction and management of the Department, through participation as a member of various management committees.

EVALUATION RATIONALE

ADM, Customs Program

KNOW-HOW

- G Mastery of the Customs Program is required in order to manage the development of all assessment programs which meet the requirements of the Department as a whole, the Customs Operations Branch and the client population served; thorough knowledge is required of Customs redress functions of an assessment and operational nature; broad knowledge of all departmental programs in order to fulfil the advisory role on the departmental priorities and the Departmental Management Committees which assist the Deputy Minister in the general management of the Department.
- IV Management of one of the major branches of the Department with responsibility for policy, systems, and legislative development for the Customs assessment functions. This significantly affects total Department planning and operations, as front line personnel for assessment functions are located within the Customs Operations Branch.
- 3 Successful achievement of objectives requires presenting and defending departmental position and advising senior management.
- 920 Middle number reflects the management of a policy development function with contribution to a highly operational program.

PROBLEM-SOLVING

- G The management of policy, program and systems development for the Customs assessment functions, the advisory role played on the departmental management committee and the departmental priorities committee all require the ADM to think within general policies, principles, and goals.
- 4 Evaluative, analytical and interpretative approaches are required to identify and rectify program deficiencies and to propose entirely new and radically different programs.
- (66) High number reflects a tendency to the uncharted thinking challenge, because of the management of program, innovations, and major changes requiring major involvement in overall departmental planning and priorities setting.

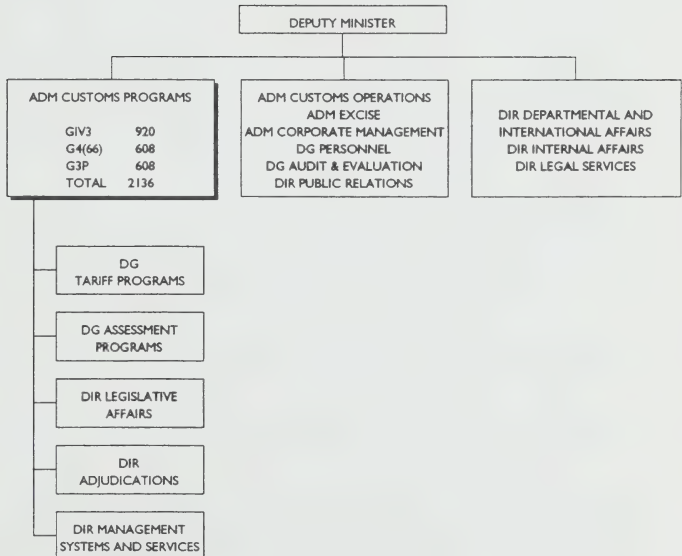
ACCOUNTABILITY

- G Reporting to the Deputy Minister, the incumbent receives general guidance in the form of priorities, and manages the provision of policy, program, and legislative development services for the Customs assessment functions as well as managing the departmental Customs redress activities. The incumbent has a major contribution to the overall departmental planning and priority setting.
- 3P The position has a primary impact on program activities. The proxy selected to represent these activities is an operating budget of \$3.8 million (constant).
- 608 Middle number reflects the size of budget and the developmental nature of the position.

SUMMARY

GIV3 920	G4(66) 608	G3P 608	2136	0
----------	------------	---------	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-8-A

POSITION TITLE: Director General, Nuclear Safety

GENERAL ACCOUNTABILITY

The Director General, Nuclear Safety (DGNS) is accountable for the development, coordination and verification of a comprehensive nuclear safety program for the Department. DGNS is also responsible for the Department's Nuclear Safeguards Program, which is required as a result of Canada's ratification of the Nuclear Non-Proliferation Treaty. In addition, DGNS is responsible, in the case of nuclear safeguards for maintaining the reputation of Canada in the eyes of the world, in her commitment to the non-proliferation of the Department's nuclear technology for atomic weapons purposes.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Vice Chief of Defence Staff. The others are: Chief of Intelligence and Security (CIS); Director of Flight Safety (DFS); Director of General Safety (DGSafe); and Director of Infrastructure Planning and Co-ordination (DIPC).

Specific functions of the five positions reporting to the Director General, Nuclear Safety, are:

Director, Nuclear Safety Analysis (Staff of 12) is responsible for the detailed analysis of proposed and actual nuclear systems, to ensure their absolute safety, and for the audit of these systems to ensure compliance with the Department's nuclear safety policies, regulations and standards.

Director, Nuclear Safety Policy (Staff of 9) is responsible for the development of departmental policies, regulations and standards governing reactor and nuclear safety, safeguards of fissile material and nuclear non-proliferation.

Director Nuclear Safety Compliance (Staff of 19) is responsible to ensure and verify compliance by departmental organizations, with established nuclear safety policies, standards and regulations.

Head, Safety Board Secretariat (Staff of 1) provides coordination, support and technical secretariat services to the Nuclear Safety Advisory Board and the Nuclear Safety Authorizing Committee of the Nuclear Safety Regulatory Group (NSRG), and maintains control of the Department's inventory of authorizing documents for nuclear propulsion systems, installations and facilities.

Head, Technical Assistance responsible for proactive verification of the perceptions on the part of the several groups with special interests in the nuclear program, and in the adequacy of the Department's nuclear safety program. The Head, Technical Assistance will advise DGNS of potential problem areas in these perceptions, and of effective means to address them. In

addition, will provide executive technical assistance and long term personnel planning to DGNS.

NATURE AND SCOPE

This position has been created as a result of a major shift in the Canadian defence policy. The White paper tabled on June 5, 1987 is a blueprint for a new national security policy and a revised maritime strategy, as it provides for the creation of a three-ocean navy and the acquisition of a fleet of nuclear powered submarines. This represents, in terms of capital as well as operation and maintenance, the largest program of its kind ever undertaken by the federal government.

The Director General, Nuclear Safety (DGNS), responsible for ensuring the adequacy of all facets of nuclear safety in the Department, is key in ensuring the success of departmental nuclear propulsion programs. While the safety of the design and maintenance of nuclear systems is the responsibility of the Director General, Submarine Engineering and Maintenance (DGSEM), with nuclear submarine operations being conducted by Maritime Command (MARCOM), this position has the responsibility of regulating all aspects of nuclear safety in these areas, through the development of nuclear safety policies, regulations and standards, and the verification of their implementation. DGNS is empowered with the authority to audit all facets of the Department's nuclear power program, and to issue "stop work" orders in the event that nuclear safety is judged to be at severe risk. This is an ongoing process in which DGNS has the authority to approve or reject existing and proposed DND nuclear systems and technology, on the basis of the adequacy of their safety.

DGNS is unique in that the position reports to both the Deputy Minister and the Chief of the Defence Staff through the Vice Chief of the Defence Staff. In this way DGNS remains at "arms length" from both the engineering staff of ADM (Materiel) and the operational staff of MARCOM and other Commands. Both the reporting level and the degree of authority vested in this position, are indicative of the importance attached to it. A "stop work" order could result in the shutting down of a shipyard production line or the suspension of nuclear submarine fleet operations. Always cognizant of this authority, the Director General must maintain good, harmonious relationships with senior departmental officials and with high ranking military officers, while meeting his/her responsibility to the Minister. Under the National Defence Act, the Minister is ultimately accountable for the adequacy of departmental nuclear safety and safeguards programs.

The role of this position is similar to that of the Atomic Energy Control Board (AECB) in the Canadian civilian nuclear power program. DGNS consults with the AECB in developing DND nuclear safety regulations and licensing procedures. The Director General consults with Health and Welfare Canada on health physics standards, and on environmental and other issues related to the Department's radiological safety programs, Energy, Mines and Resources Canada on environmental concerns relating to nuclear safety. In addition, DGNS will deal with project managers NHDQ divisions and Canadian Forces Commands, as well as foreign Departments of Defence on the broad range of nuclear safety matters. Discussions will be required on a regular basis with the Department's contractors concerning nuclear safety matters and associated problems. All liaison will be at the level of senior management.

DGNS represents the Department's expertise in terms of nuclear and radiological safety. As such, DGNS will testify on behalf of the Department before parliamentary committees of both

the House of Commons and of the Senate. Further, DGNS must ensure that an appropriate departmental image on nuclear and radiological safety is conveyed to the media and to the public.

The Director General plays a key role in setting departmental strategy on nuclear programs, in referring related matters (such as proposals on safety in the siting of shore facilities for nuclear powered submarine and on radiation dose management) to the Nuclear Safety Advisory Board, which also reports to the Deputy Minister (DM) and the Chief of Defence Staff (CDS), and to the Nuclear Safety Authorizing Committee which is co-chaired by the DM/CDS and reports to the Minister of National Defence. The Director General, along with the Nuclear Safety Advisory Board, is one of the main contributors to the Nuclear Safety Authorizing Committee.

DIMENSIONS (Constant Dollars)

Department Person-Years	33,584
Acquisition Cost, SSN program:	\$9 Mil (Annual)
Staff:	43
Salary, operating and maintenance budget:	\$679,220

SPECIFIC ACCOUNTABILITIES

- 1 Develops and promulgates nuclear safety policies, guidelines and regulations.
- 2 Assesses and approves proposed designs and design changes to the SSN fleet which need standards of nuclear safety.
- 3 Audits operations in all Commands to ensure compliance with nuclear safety policies and regulations.
- 4 Defines problems, investigates incidents and orders appropriate corrective action.
- 5 Defines limits for exposure of personnel to radiation, standards for dosimetry and for exposure histories.
- 6 Defines standards for education and training of personnel to ensure reactor and radiological safety.
- 7 Audits the adequacy of the Department's preparedness to respond to nuclear emergencies.
- 8 Establishes Department's nuclear safeguards policy and verifies the adequacy of its implementation.
- 9 Conveys an appropriate image of the Department on nuclear and radiological safety to the media and to the public at large.

EVALUATION RATIONALE

Director General, Nuclear Safety

KNOW-HOW

- H Exceptional mastery required in the fields of nuclear physics/engineering at the national and international levels.
- II Conceptual coordination of a Department-wide function, the nuclear submarine program, which is a major departmental program.
- 3 Successful implementation of this program requires the position to convince senior departmental and military officials to adopt appropriate safety measures.
- 800 Selection of high number reflects the degree to which expertise must be recognized by Canada's partners abroad.

PROBLEM-SOLVING/THINKING

- G The major challenge of this position is the establishment of a credible nuclear program with regard to the safe design, acquisition, construction and maintenance of the submarine fleet.
- 4 Evaluative and constructive thinking required in the comprehensive analysis of all departmental nuclear designs and operations to ensure a safe program.
- (57) Reflects the requirement to ensure technical capability meets human safety requirements.

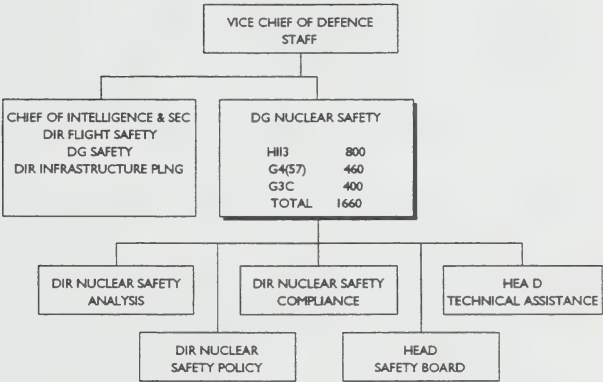
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the VCDS is accountable for the development, implementation and coordination of a comprehensive audit of the departmental nuclear power programs to ensure design and operational safety.
- 3C The position has a contributory impact on project. The proxy selected to represent the project is an annual program outlay of \$9 Mil annually (Constant).
- 400 Middle number reflects the importance of action as senior public servant in field, and the guidance received from Vice Chairman of Defence Staff.

SUMMARY

HI13	800	G4(57)	460	G3C	400	1660	P1
------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-7-A

POSITION TITLE: Regional Director General, Aviation

GENERAL ACCOUNTABILITY

Is accountable for managing the planning, operation and maintenance of a safe and efficient air navigation system within his/her region.

ORGANIZATION STRUCTURE

The Regional Director General, Aviation is one of twelve senior management positions at the second level reporting to the Assistant Deputy Minister, Aviation. There are six such Regional Director General positions. The other six positions are: Director General, Air Navigation System; Director General, Aviation Regulation; Director General, Aircraft Services; Director, International Aviation; Director General, Policy Planning and Resource Management and Director General, System Safety.

Specific functions of the positions reporting directly to the Regional Director General, Aviation are:

Regional Director, Air Carrier Operations (Staff of 24) is responsible for the certification and inspection of air carriers in the region to ensure that they initially meet and continue to meet all regulatory requirements.

Regional Director, Air Navigation System (ANS) Requirements (Staff of 23) is responsible for the identification of air navigation operational requirements, the planning of ANS facilities and services, the management and inspection of airspace, the certification and inspection of aerodromes, the gathering of aeronautical information, and the monitoring of air navigation facilities and services.

Regional Director, Air Traffic Services (Staff of 496) is responsible for the provision of all air traffic control and advisory information and related services.

Regional Director, Airworthiness (Staff of 49) is, where delegated, responsible for approval and inspection of all manufacturers and maintainers of aeronautical products, the issuance of various airworthiness design approvals and the inspection of all civil aircraft.

Regional Director, Regulatory Compliance (Staff of 10) is responsible for the investigation of alleged violations of aviation safety regulations and for the taking of appropriate enforcement action where such violations are proven.

Regional Director, Licencing (Staff of 28) is responsible for the registration of all aircraft, the flight testing of all applicants for a pilot licence or endorsement, the licencing of all aviation personnel, the authorization of special aviation events, the approval and inspection of all flight training establishments and ANO Series 1 Number 2 operators.

Regional Director, Resource Planning and Administration (Staff of 13) is responsible for the collection, analysis and reporting of resource management information and for the provision of all general administration services.

Regional Director, System Safety (Staff of 6) is responsible for the evaluation of the safety of the aviation transportation system and the conduct of aviation safety promotional activities both inside and outside the Department.

Regional Director, Technical Services (Staff of 245) is responsible for the installation, engineering and maintenance of the facilities, electronic equipment and systems required for the operation of a safe and efficient air navigation system; for the provision of designated airport electronic equipment and systems; for the provision of selected design, implementation and maintenance services to other governmental units; and for the approval of non-federal air navigation facilities.

NATURE AND SCOPE

The mission of the Branch is "to provide a safe and efficient civil aviation system". It is the Regional Director General's primary responsibility to provide the air traveller with a safe and efficient service. This is done through the control, by various means, of the aeronautical products, people and companies which operate within the air navigation system.

In managing the whole air navigation system in the region, the incumbent continually assesses the full spectrum of aviation industry requirements, and responds to them by providing an air navigation system infrastructure that safely and efficiently delivers adequate aviation weather services, aeronautical communication services (including community airport radio stations), navigation aids, air traffic services (IFR/VFR), advisory, information), a regulated airspace structure and an aerodrome certification program, all in accordance with the regional air navigation system plan which he/she develops and maintains.

The Regional Director General is responsible for almost all of the safety regulation of persons and aircraft within the region. Only the aircraft operations and crews controlled by the "seventh region" are not his/her responsibility. The incumbent, broadly speaking, "licences" and "regulates" people, aircraft, airports, air carriers, corporate aircraft operators, flight training establishments, aircraft manufacturers and repairers and other aeronautical products (such as engines, propellers, components), manufacturers and repairers.

The Regional Director assesses proposed entrants to the regulated aviation industry, monitors, tests and audits their continued acceptability vis-à-vis the standards regulating their entry or operation within the aviation industry. He/she takes the appropriate enforcement action, judicial or administrative, where these standards are not observed and defends his/her actions before the Civil Aviation Tribunal where licences or operating certificates are revoked, suspended or cancelled and before coroners or the courts where the Department is sought to be implicated, generally as a result of an aviation accident. In addition, the incumbent provides a proactive safety analysis and promotion service to the aviation community at large. He/she is responsible for the Transportation of Dangerous Goods and the Occupational Safety and Health programs as they apply to the aviation industry.

To carry out these responsibilities, the Regional Director General must exercise line management over his/her staff and obtain the cooperation of staff working for air carriers, manufacturers, repairers, aviation unions, industry associations, and staff working for the Airports Authority Group, the Security and Emergency Planning Group, the Transportation Safety Board, the Atmospheric Environment Services, the Department of National Defence, Public Works Canada and provincial and municipal airports.

The major challenge for the Regional Director General is to carry out these responsibilities in a highly volatile and visible marketplace which is intolerant of any degradation, real or perceived, in service or safety. Decisions and actions can have serious economic consequences to individuals and companies as the incumbent balances safety with efficiency. To this end he/she holds the highly unusual authority to exempt persons from the application of the law where circumstances warrant it.

A further challenge for the Regional Director is to meet industry and public demands . seven days a week, twenty four hours a day, using a highly unionized workforce and an increasingly complex technical infrastructure. To this end he/she must build support in his/her organization for the attainment of the mission by exercising a strategic perspective, communicating effectively with staff, motivating them, and orchestrating their efforts.

The Regional Director General is a part of the Aviation Senior Management committee which meets at the call of the Assistant Deputy Minister, Aviation to deal with strategic, critical or sensitive issues. He/she has ongoing contacts with the executive level of various national and local aviation industries, associations and unions, provincial and municipal governments. He/she also has contacts of an operational nature with international authorities that deal with contiguous airspace. These contacts are for the purposes of presenting the Department position and negotiating mutually acceptable agreements on significant regional issues.

DIMENSIONS (Constant Dollars)

Number of PYs:	897
Salary, operating and maintenance budget	\$14.6 Mil
Capital Budget:	\$ 2.7 Mil
Revenue:	\$67,000
Number of Sites (ACC, TCU, FSS, TSS, Regulatory District Offices, Regional Offices)	295 (50 sites with permanent employees)

SPECIFIC ACCOUNTABILITIES

- 1 By providing the strategic perspective and organizational integration necessary, ensures that the activities of all management and line staff work to attain the Branch mission within his/her region.
- 2 Participates in the determination of all national policies and programs that impact on air navigation, system safety and aviation regulation in Canada or on Canadian document holders when abroad.
- 3 Ensures that the departmental perspective on all Regional matters dealing with air navigation, system safety and aviation regulation is brought forward to the public, media, other levels or departments of government, industry, unions, tribunals and courts.
- 4 Ensures that commercial and private aeronautical activities within his/her region and within international or foreign airspace under his/her jurisdiction comply with departmental regulations.
- 5 Through consultation with users, ensures that the established level of service is met and that it is compatible with an optimum level of safety with respect to the navigation system requirement for electronic aids, communicating systems, aviation weather and air traffic services.
- 6 Ensures that cost-recovery policies are implemented.

EVALUATION RATIONALE

Regional Director General Aviation

KNOW HOW

- G Mastery of the Canadian Air Transportation System, Civil Aviation, Air Navigational System requirements, air traffic services, regulatory requirements and compliance, certification and inspection of air carriers, airworthiness, licensing of aviation personnel and aircraft, aviation safety, and technical engineering services associated with the Air Navigation System.
- III Highly diverse; requires the direction, coordination and synthesis of the full spectrum of Aviation programs and services in the region, to control the aeronautical products, people, and companies which operate within the air navigation system.
- 3 The establishment of good interpersonal relationships is critical in dealing with industry, other levels of government, the public, the media, unions, tribunals and courts, on regional aviation matters.
- 700 Middle number reflects the breadth of managerial expertise required to integrate operational and regulatory compliance, and licensing programs of significant complexity and diversity, and to deliver all major programs of the Aviation function in the region.

PROBLEM SOLVING/THINKING

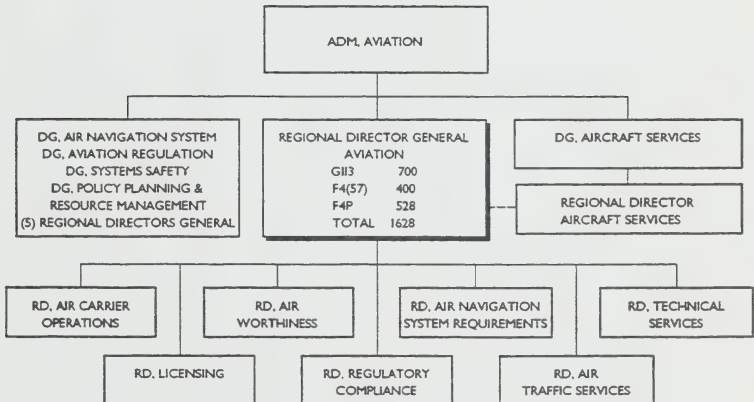
- F Thinking within a general frame of reference, within broad policies and objectives in a wide field of technical engineering, operational services and regulatory programs including licensing, certification and inspection of air carriers, and air carrier personnel.
- 4 Work requires analytical, evaluative, and constructive thinking in developing sound approaches to complex problems in diverse fields, and in balancing safety and efficiency, while meeting industry and public demands to prevent degradation in service or safety.
- (57) Higher percentage is consistent with the position's contribution to the determination of all national policies and programs which impact on air navigation, system safety and aviation regulations in Canada, and authority to take appropriate enforcement actions, judicial or administrative, in revoking, suspending or cancelling licenses or operating certificates, or where circumstances so warrant, to exempt persons from the application of the law.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM Aviation, is broadly subject to Aviation functional policies and goals, with the empowerment to discharge a wide range of aviation authorities in the region.
- 4P The position has effective control over the regional aviation programs and services. The proxy selected to represent these programs and services is an operating budget of \$14.6 million (Constant).
- 528 Middle number reflects the strength of the Freedom to Act, and the influence which decisions made by the Regional Director General exert on the economic viability of the air carriers of the region.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-7-B

POSITION TITLE: Executive Director, Intellectual Property

GENERAL ACCOUNTABILITY

Is responsible for the effective management of varied activities to promote the development and effective exploitation of inventions, innovation and creativity in Canada.

The Executive Director is also Deputy Commissioner of Patents and Deputy Registrar of Trade Marks and, as such, discharges the statutory duties and responsibilities delegated to those positions.

ORGANIZATION STRUCTURE

This is one of four positions at the second level reporting to the Assistant Deputy Minister, Bureau of Corporate Affairs. The others are: Director, Bankruptcy Branch; Director, Corporations Branch; Director, Planning and Management Services.

Specific functions of the six positions reporting to the Executive Director, Intellectual Property, are:

Director, Patent Examination (Staff of 204) examines applications for patents.

Director, Trade Mark Examination (Staff of 27) examines applications for trade marks.

Director, Documentation and Registration (Staff of 194) provides all support services for patent and trade mark operations.

Director, Information and Technology Exploitation (Staff of 41) manages patent technology assessment, forecast, search and dissemination functions, plus the Directorate's field operations.

Director, Copyright and Industrial Design (Staff of 16) examines applications for industrial designs and registration of copyright.

Director, Operational Planning and Research (Staff of 15) is responsible for operational research and policy development, planning, international affairs, compulsory licensing, maintenance of standards of technical and professional conduct of registered patent and trade mark agents, and provides financial and administrative services to the Executive Director.

NATURE AND SCOPE

The Canadian intellectual property operations are among the largest and most efficient in the world. The patent operation, for example, is the 5th largest in the world in terms of annual volumes of applications and patents. Further, over 90% of Canadian patents each year are

granted to foreigners, underlining at the same time the importance of Canada as a market for foreign technology, and Canada's dependence on accessing foreign technology to support economic growth.

The Directorate's patent holdings represent the largest repository of technological information in Canada, with some 20 million documents from all of the major industrialized countries of the world. These documents include a full and complete technical disclosure of the invention for which each inventor has been given an exclusive right by the issuing country. Less than 30% of this information is ever published in any other form. The government has confirmed that a more business-like approach to the use of patent information must be adopted in Canada.

Internationally, Canada is under mounting pressure from its key trading partners, including Japan, the European Community and, most dramatically, the U.S., to significantly "strengthen" (by abolishing the compulsory licensing of pharmaceutical, for example) the administration of our intellectual property system. Both bilateral (with the U.S.) and multilateral (preparation for next round of the GATT) trade talks have placed the issue of national intellectual property system administration as a non-tariff barrier to trade near the tops of the respective agendas. Further, there is direct pressure on Canada to consider the concept of a single North American intellectual property system, based on the U.S. model. Such, of course, would impact most fundamentally on Canadian sovereignty.

The Executive Director ensures that the Canadian intellectual property system and its administration recognize, address and support national goals and government priorities respecting trade, industrial and economic development. The Executive Director provides essential policy direction to discussions and negotiations, not only with senior officials of other departments and domestic agencies, but also with representatives of foreign governments and international organizations.

Canada adheres to a number of international treaties and conventions relating to industrial and intellectual property. It is the responsibility of the Executive Director to ensure that the Directorate is fully aware of international issues and activities and, through active participation, seek to further Canada's interests, while at the same time ensuring, through negotiations, that Canada contributes fairly to the international system.

The Directorate is commencing large scale automation initiatives, comparable to and in cooperation with similar initiatives in other industrialized nations. The purpose of automation is to ensure, first, that the Canadian Patent Office will be able to continue to carry out its functions of patent examination in the future, when international patent document exchange is carried out electronically and, second, to ensure that Canadians everywhere will be able to have ready access to the technological information disclosed in patents. It is an on-going responsibility of the Executive Director to obtain necessary approval and funding for Canadian automation initiatives, to negotiate agreements for cooperation and data sharing with foreign jurisdictions, and then to implement such initiatives in cooperation with foreign intellectual property administrations.

The working environment is characterized by a broad range of technically and legally complex issues: statutes, treaties, economic, financial and societal factors. The formulation and development of policy in this environment, requires a thorough knowledge and understanding of intellectual property law and jurisprudence, the intellectual property system, and the

economic and social impact of its administration, industrial development strategies, administrative law and international affairs, including trade.

The Executive Director has full responsibility for operational matters in the Directorate and provides authoritative policy advice to the ADM, Corporate Affairs, other senior officials both within the Department, in other departments, provincial governments and the private sector. The incumbent's role is to represent the Department in negotiating and discussing issues in relation to the intellectual property system in international trade negotiations, the provision of regional access to the intellectual property system, technology assessment and forecasting, in support of federal and provincial industrial development funding, and improving awareness and understanding of the intellectual property system.

Additionally, the Executive Director maintains close contact with senior officials of the World Intellectual Property Organization (WIPO) and national intellectual property offices in, for example, the United States, Australia, Sweden, France, and the United Kingdom, as well as Third World countries.

The Executive Director has full decision making authority for the Directorate or the Bureau, on a number of committees - e.g. the Executive Director represents Canada on the Permanent committee for Patent Information of WIPO, and the Department on the Interdepartmental Committee on International Science and Technology Statistics chaired by Statistics Canada.

DIMENSIONS (Constant Dollars)

Department Person-Years	2,222
Number of subordinate staff	487
Salary, operating and maintenance budget:	\$5.8 million

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the efficient and effective administration of the intellectual property system by defining missions, establishing priorities, developing plans, establishing performance standards, evaluating performance, allocating resources and controlling expenditures of the Directorate.
- 2 Ensures that intellectual property legislation and operations evolve together in response to changing national priorities and needs.
- 3 Provides leadership in the introduction of change in intellectual property programs, so as to shift operational focus from an exclusively examination orientation to an information dissemination and technology transfer orientation.
- 4 Provides expert opinion and advice to the Commissioner/Registrar, ADM and other senior officials, and guidance to Branch Directors, to resolve complex problems and situations in patents, trade marks, copyright and industrial design.

- 5 Ensures that the administration of the Canadian intellectual property system is taken into account in the development of economic and industrial strategies, and that the operations of the Directorate are responsive to the needs of such strategies.
- 6 Avoids duplication of efforts to resolve common operational problems, and provides aid to developing countries attempting to establish national intellectual property offices, through liaison with the World Intellectual Property Organization (UN), participation in multilateral and bilateral cooperative ventures with other foreign national intellectual property offices.

EVALUATION RATIONALE

Executive Director, Intellectual Property

KNOW-HOW

- G Mastery of concepts, theories and techniques in the field of intellectual property, both from legal and technical points of view, including patents, trade marks, copyright, and industrial design.
- III Coordination of all operational activities which include domestic activities, such as large scale automation initiatives and diffusion of technology to Canadian industry and internationally, co-operation with foreign jurisdictions to develop new strategies to avoid duplication and provide aid to developing countries.
- 3 Successful achievement of objectives requires motivating a larger highly skilled professional technical staff and convincing them to accept a new mandate for the patents operation.
- 700 Middle number recognizes the role of the position as departmental expert in a complex field, with national and international spheres of influence.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policy objectives in developing and revising legislation, operational plans and funding strategies, and defining operational policies, guidelines and procedures for the Directorate. The environment is both technically and legally complex.
- 4 Analytical thinking is required in resolving complex problems and situations in patents, trade-marks, copyright and industrial design.
- (57) The high number reflects tendency towards uncharted thinking challenge as objectives are stated only in the very broadest terms and the position must provide leadership in the refocussing of the Directorate from an examination orientation to an information dissemination and technology transfer orientation.

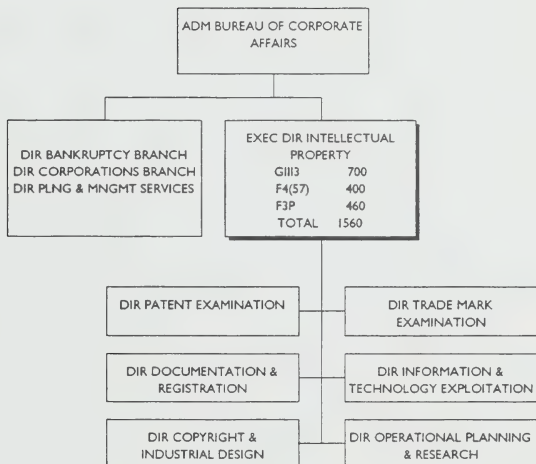
ACCOUNTABILITY/DECISION MAKING

- F The Executive Director is subject to broad direction and responsible for the formulation and implementation of policy and programs to promote the development and effective exploitation of inventions in Canada.
- 3P The position has a prime impact on Directorate operations. The proxy selected to represent these operations is an annual operating budget of \$5.8 million (Constant).
- 460 Highest number reflects the size of the budget and the national and international responsibilities inherent in the job.

SUMMARY

GI1I3	700	F4(57)	400	F3P	460	1560	A1
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-7-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-7-C

POSITION TITLE: Director General, Tariff Programs

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of national policies and programs, legislative proposals relating to the administration of tariff classification and status, drawbacks, refunds and remissions; functional direction to the field concerning application of the policies, and monitoring their application; and appeals to the Deputy Head on tariff classification and tariff relief matters.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Assistant Deputy Minister, Customs Programs. The others are: Director General, Assessment Programs; Director, Management Systems and Services; Director, Adjudications; Director, Legislative Affairs.

Specific functions of the eight positions reporting to the D.G., Tariff Programs are:

Director, Tariff Policy and Nomenclature Development (Staff of 18) is responsible for developing the Canadian position on the Harmonized System (HS) related issues, at the Customs Cooperation Council's (CCC) H.S. Committee; developing and managing a legislative and administrative framework, general policies, systems, procedures and manuals; providing technical advice and assistance to Dept. of Finance regarding the development of nomenclature used in Customs Tariff; initiating and coordinating preparation of technical resource material for other departments; developing the tariff classification component of training and information packages.

Director, Primary Industries (Staff of 26)

Director, Electronic, Electrical and Machinery Products (Staff of 26)

Director, Transportation and Specialty Products (Staff of 26)

Each is responsible for the development, implementation and control of national administration policies of a specific commodity nature for tariff classification, to ensure appropriate application, compliance and enforcement of relevant Acts, legislation, regulations and directives.

Director, Origin Determination (Staff of 25) is responsible for developing national policies, procedures and systems for verifying, determining and resolving disputes concerning the origin of imported goods, for which tariff treatment is claimed under preferential trade agreements; interacting with U.S. and other foreign Customs administrations, respecting administration of the tariff related provisions of the Free Trade Agreement or other agreements.

Director, Duties Relief Programs (Staff of 38) is responsible, in participation with Department of Finance for initiating, formulating and implementing programs and developing policies; managing duty relief programs to improve Canadian manufacturing competitive position in domestic and world markets; approving Canadian position on Temporary Entry Convention; approving systems and methods for providing policy advice, guidance and direction to regional staff, importers, and Canadian manufacturers; maintaining regularly scheduled program for auditing operations and authorizing enforcement action.

Director, Prohibited Importations (Staff of 11) is responsible for developing and enforcing national policies, procedures and systems for classifying and prohibiting the entry of goods of a treasonable, seditious or obscene nature, or which constitute hate propaganda; providing a dispute settlement process for resolving requests to the Deputy Head, from importers of such material, for a redetermination of decisions taken with respect to their goods; the timely publication and distribution of information on such decisions.

Director, Administrative and Technical Services (Staff of 16) is responsible for providing administrative services in the area of planning, monitoring, analyzing and evaluating Division's performance; providing personnel services; directing and coordinating the provision of automated data processing and maintenance services.

NATURE AND SCOPE

The provisions of the Customs Tariff and the Customs Act remain key elements in Canada's industrial, economic and trade development policies. They provide the legal basis for levying duties and taxes on imported goods and for the special duties relief programs which foster industrial development, the increased production of Canadian goods, or which improve their competitiveness in domestic and world markets.

Against a background of changing legislation, economic conditions, trade patterns and rapidly evolving technology, the Director General is responsible for contributing to the development of an environment which promotes the successful implementation of Canada's industrial, economic and trade policies. The validity of complaints must be investigated, together with the financial condition and competitive position of companies or industry sectors, seeking favourable tariff or duties relief concessions. The administrative feasibility and the appropriateness of legislative proposals which are suggested as improvements, must be carefully considered. The development of national policies, systems and procedures by which the Department administers its tariff related functions, is a major responsibility.

The Director General is responsible for formulating the Canadian position on H.S. tariff classification issues which is articulated before the C.C.C.'s H.S. Committee. The decisions reached by the C.C.C. can either ease or render more restrictive, the policies and administrative practices of the Customs administrations of member countries, and could impact upon investment and/or production decisions of Canadian and foreign industry.

The sensitivity of the work, both from a domestic and international perspective, requires regular and close co-operation with senior officials from the Customs or Treasury Departments of other countries.

The Director General is also accountable for remedying defects in the tariff classification and duties relief system and for improving administration.

The Director General is also responsible for ensuring uniform, consistent and equitable interpretation and application by regional staff, of the tariff related legislation affecting goods that are imported into, or exported from Canada.

The Director General has delegated authority to make decisions on requests for redetermination or reviews, submitted to the Deputy Minister, relating to tariff classification and duties relief matters. Such requests may arise from omissions, lack of clarity or perceived inequities in the law, from technological improvements to which the law has not yet adapted, or from challenges to long standing interpretations. In reaching a decision, the Director General must carefully consider the data and the recommendations put forward, and to meet with the appellants to ensure that their views and concerns are given full consideration.

DIMENSIONS (Constant Dollars)

Department person-years	9577
Number of person-years	188
Salary, operations and maintenance budget	\$1.79M

National tariff and tariff relief programs administered:

Drawbacks granted	\$127M
-------------------	--------

SPECIFIC ACCOUNTABILITIES

- 1 Participates, with the Central Agency, in the development of tariff and duties relief provisions and programs which are compatible with the Harmonized System, or with international trade agreements.
- 2 Initiates and guides the development of policies, directives, methods and guidelines for national administration of the provisions of various Acts and Regulations having an impact upon tariff classification and duties relief matters.
- 3 Initiates or participates in the review of existing tariff classification and duties relief legislation, and carries out detailed studies of Canadian companies or industry sectors, to identify weaknesses and opportunities for improving their competitiveness through the introduction of new, or amendments to existing programs.
- 4 Directs feasibility studies on the adoption or adaptation of new tariff classification or duties relief concepts, which will impact favourably on Canadian business in general.
- 5 Efficiently and effectively operates existing duties relief programs and tariff provisions.
- 6 Formulates and articulates the Canadian position on tariff or duties relief issues before international bodies, and actively seeks support from delegates of other countries; provides advice, assistance and technical expertise to Canadian negotiators involved in sensitive trade discussions, on administration of the tariff and duties relief programs.

- 7 Provides advice to the Minister, Deputy Minister, Assistant Deputy Minister and other senior managers, pertaining to tariff and duties relief matters.
- 8 Makes decisions or recommendations to senior management on contentions and sensitive cases involving re-determinations or review of decisions taken on tariff classification or duties relief matters.

EVALUATION RATIONALE

Director General, Tariff Programs

KNOW-HOW

- G Mastery of the commercial and fiscal policies of the government which form the basis for Tariff Classification and Duties Relief programs, as well as of Canadian and world economic conditions and international agreements, particularly, the newly negotiated Canada-U.S. Free Trade Agreement, affecting these programs; specialized mastery of tariff classification, status and duties relief principles, practices and concepts as the senior departmental expert in these areas.
- III Operational and conceptual management of the development and implementation of tariff classification and duties relief programs for the department; coordination of departmental representation at international meetings such as the Customs Cooperation Council and the United Nations conference on Trade and Development.
- 3 Successful achievement of objectives requires managing and motivating subordinates and negotiating with importers' and manufacturers' representatives.
- 700 Middle number reflects the expertise required to manage a large national operation in ensuring compliance with existing legislation.

PROBLEM-SOLVING/THINKING

- G Thinking within government commercial and fiscal policies as determined by the Department of Finance; the incumbent translates these policies and objectives into departmental policies governing Tariff Classification and Duties Relief.
- 4 Analytic thinking required in identifying and evaluating issues of importance to the government and Canadian industry; constructive thinking required in devising policies which will protect Canadian industry while remaining within the spirit and intent of international agreements and in developing productive relations with representatives of foreign governments and industry.
- (57) Lower percentage reflects the direction provided by the Central Agency, legislation and international agreements, and the responsibility of the position for translating it into departmental practice.

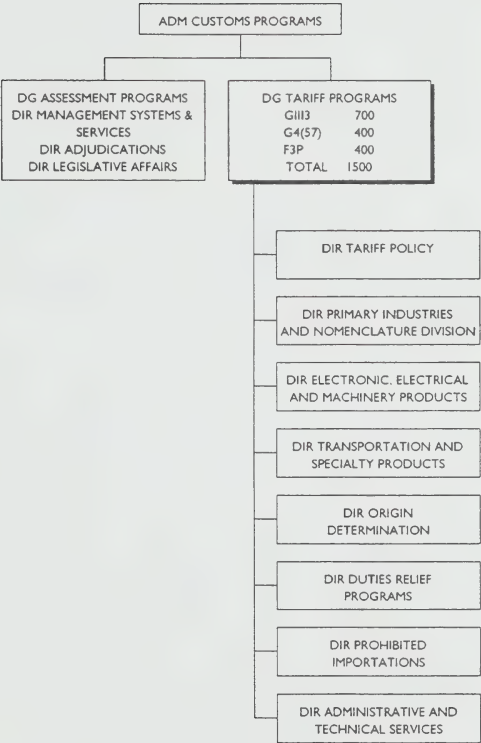
ACCOUNTABILITY/DECISION MAKING

- F Subject to functional policies and goals in the planning, development and implementation of Tariff Classification and Duties Relief policies and programs, specifically those new ones required by the Canada-U.S. Free Trade Agreement; independence in identifying, analyzing and resolving issues in these areas affecting Canadian industry.
- 3P The position has a primary impact on Tariff Classification and Duties Relief administration activities. The proxy selected to represent these activities is an operating budget of \$1.7 million (constant) and 188 staff years.
- 400 Middle number reflects the size of budget and the impact of the position in ensuring support to Canadian industry in the operation of the program.

SUMMARY

GI113	700	G4(57)	400	F3P	400	1500	0
-------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-7-C



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-6-A

POSITION TITLE: Regional Director General,
British Columbia

GENERAL ACCOUNTABILITY

Is accountable for the delivery of the Branch's 12 programs within two major operational areas - animal and plant health, and food inspection.

ORGANIZATION STRUCTURE

This is one of 12 positions at the second level reporting to the Assistant Deputy Minister, Food Production and Inspection. The others are Senior Advisor to the DM; Director General, Food Inspection; Director General, Animal and Plant Health; Director General, Pesticides; Director General, Management Strategies and Priorities; 5 other Regional Directors General; and Director, Race Track Division.

Specific functions of the three positions reporting to the Regional DG are:

The Director, Animal and Plant Health (Staff of 102) is responsible for maintaining the efficiency and competitiveness of the agri-food sector through the delivery of regulatory programs directed at the detection, control and eradication of animal and plant diseases; the certification of animals, plants and their by-products to meet the requirements of importing countries; the humane transport and welfare of animals; and the disease freedom of day-old poultry leaving Canadian hatcheries.

Director, Food Inspection (Staff of 187) is responsible for the delivery of a multi-faceted food inspection system aimed at promoting the efficiency and competitiveness of the agri-food sector through the application of regulatory programs designed to ensure that food products are safe, wholesome and representative and facilitate the certification, export, and interprovincial movement of these products.

Director, Management Services (Staff of 15) supports the Regional Director General in the areas of planning, resource analysis and informatics, finance and materiel management, human resource administration and office services.

NATURE AND SCOPE

The Branch is responsible for that part of the Department's mandate to protect the marketability of agriculture, food and forestry products. The Branch is responsible for developing and enforcing legislation, standards and policies to safeguard human health and safety, animal and plant health and to facilitate national and international trade. The Branch ensures that products are marketable by eliminating or controlling plant and animal diseases and by ensuring compliance with food safety and quality standards. In addition, the

Department delivers programs of other government departments such as Health and Welfare and Consumer and Corporate Affairs as the single federal contact at ports of entry.

In this context, the Regional Director General negotiates the delivery of regional programs and develops procedures with provincial governments and producers to ensure comprehensive programs are delivered which meet federal and international regulatory requirements. The programs must also be adapted to meet the needs of regional producers and processors. Federal programs are, therefore, tailored and structured regionally, but are consistent with national Branch objectives.

The Regional Director General undertakes the prompt investigation and resolution of complaints and initiates investigations for litigation, or co-ordinates special projects or activities to resolve problems affecting regional industries, particularly those involving disease outbreaks in animals or plants, quality breakdown or health and safety issues in food of trade and marketing issues. The incumbent oversees the investigation of disputes involving violations and inspection methods and initiates corrective action. Often a problem involves co-operation with the Health Protection Branch and the provincial Department of Health, for example, in investigating pesticides and antibiotic residues in food products above the "considered" safe levels. After discussing with headquarters, the Health Protection Branch and provincial health department to plan corrective action, the incumbent coordinates food safety recalls.

As a member of the Branch Executive Committee, the Regional Director General contributes to corporate decision-making through leadership of such initiatives as A-Base reviews, High Visibility Issues management and Branch resource reallocations. As the chief local operating officer of a major component of the Department, the Regional Director General plays a critical role in the development of regional agricultural strategies and is an important contributor as Branch representative to the Agriculture Development Committee.

A major challenge of the position is the need to customize program design in response to regional requirements and to find creative and entrepreneurial approaches to serve clients. In addition, program delivery must be managed to avoid animal and plant disease impacts which, through control or eradication scenarios such as Wood Buffalo National Park or Gypsy Moth, can have economic consequences reaching millions of dollars and in the case of Foot and Mouth disease, could reach \$2 billion. The enforcement of legislative requirements and prosecution of offenders must be effectively co-ordinated with the Department of Justice and specific proposals for regulatory change must be developed and implemented on a regular basis.

Effective working relationships must be maintained with senior officials of federal and provincial departments, universities, transportation companies, farm producers, trade and consumer organizations and industry since these objectives and goals must be pursued in co-operation with all sectors of the agriculture and industry in the agricultural development of the region. In this regard, it is the responsibility of the Regional Director General to review and evaluate feedback from provincial governments and agriculture and food industry sources, with current activities and projected plans, recommending, where necessary, changes to Branch policies, strategies and practices. This is especially important in a region where export is a key factor.

The incumbent collaborates with the Director of Agri-Food Development and the Directors General in the Department in the identification, planning and control of joint regional development projects and market development projects that involve regional staff and expertise.

DIMENSIONS (Constant Dollars)

Subordinate person-years	322
Salary, operating and maintenance budget	\$3.06 Mil
Agricultural exports	\$ 90 Mil
Agricultural imports	\$ 217 Bil
Forest exports	\$ 1.6 Bil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the establishment of regional objectives and goals to support Branch programs, directs their implementation, monitors their progress and evaluates their success.
- 2 Forecasts and allocates the resources required to implement the objectives, reassigns as necessary to ensure Branch objectives and goals are met.
- 3 Ensures the provision of a continuing program of staff training and development for professional, technical and administrative staff.
- 4 Contributes to the effectiveness, consistency and currency of legislation, policies, regulations, programs and procedures related to the regional delivery of Branch programs.
- 5 Maintains the confidence of the trade, producers and public by investigating, arbitrating and ensuring corrective action is taken.
- 6 Ensures that necessary and appropriate actions are taken to resolve crises of food safety, foreign animal/plant disease at regional level.

EVALUATION RATIONALE

Regional Director General, British Columbia

KNOW-HOW

- F Extensive knowledge of the objectives, policies and multi-disciplinary programs of the Branch and Region and their relationships to programs and responsibilities of other departments; seasoned knowledge of administration under some 15 other acts and regulations as applied by a large staff; seasoned knowledge of approaches to resolving serious disputes involving trade, producers and others.
- III Coordination of a staff of 322 employees in the delivery of some 12 regulatory programs as well as some Regional Development projects and Market Development projects on behalf of other Branches; conceptual development and management of Regional programs, policies and strategies.
- 3 The establishment of good interpersonal relationships is critical to motivate staff and to resolve serious jurisdictional and other disputes involving government and the private sector.
- 608 High number reflects variety of acts and regulations and managerial challenge.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference to ensure effective regional program delivery under an array of federal and provincial acts and regulations.
- 4 Analytical and evaluative thinking is required to develop regional policies, programs and strategies within a national framework.
- (50) Lower percentage reflects a highly operational environment within a multi-disciplinary structure of national programs.

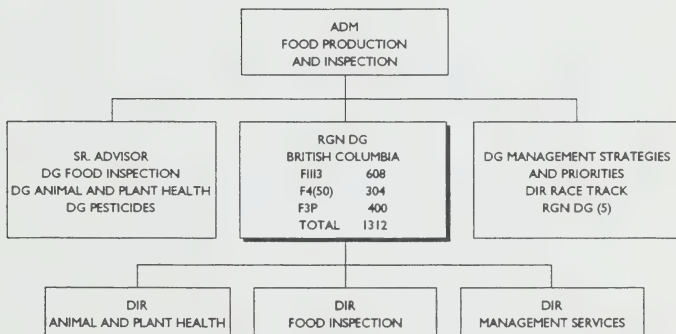
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, and within a context of broad practices and procedures covered by functional precedents and policies, is accountable for making operational decisions, setting regional directions and resolving serious conflicts in coordinating and delivering the regional programs.
- 3P The position has a primary impact on regional operations. The proxy selected to represent these operations is an operating budget (including salaries) of \$3.06 Mil (Constant).
- 400 Middle number reflects strong freedom to act and the impact of programs on imports and exports valued at \$1.8 billion (Constant).

SUMMARY

FIII3	608	F4(50)	304	F3P	400	1312	A2
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-6-B

POSITION TITLE: Regional Director,
Fisheries and Habitat Management

GENERAL ACCOUNTABILITY

Is accountable for the line management of fisheries-related activities to ensure the proper management, allocation to, and control of, the commercial, native, recreational and foreign fisheries in marine and inland waters in North Atlantic Fisheries Organization (NAFO) Areas 4 and 5.

ORGANIZATION

This is one of nine positions at the second level reporting to the Regional Director General. The eight other positions are: Regional Directors, Science; Inspection; Program Coordination and Economics; Small Craft Harbours; Management Services; Personnel; Communications; and, the Regional Comptroller.

These nine positions are accountable to the Regional Director General for the delivery of all departmental programs within the Region and for the implementation of functional direction and, as appropriate, functional guidance and/or advice received from the various functional units at National Headquarters.

Specific functions of the six positions reporting directly to the Regional Director, Fisheries and Habitat Management are:

Area Managers (3) (Staff of 304) are responsible for the delivery of the fisheries and related habitat management programs in an assigned area, including the direction, administration and coordination of field operations.

Chief, Resource Allocation and Licensing Division (Staff of 26) is responsible for the development and implementation of commercial fishery management plans by species, including the orderly and equitable expansion of property rights among competing fishing interests; developing regional position on all issues related to foreign fishing; and, developing long-term planning modules for species activities to promote the establishment of new, and the growth and improvement of, existing fisheries industries.

Director, Conservation and Protection Branch (Staff of 55) is responsible for the provision of training to fishery officers to ensure their effectiveness and efficiency; the provision of enforcement expertise and assistance to Area Managers to enable them to deal effectively with illegal fishing activities; surveillance through vessel and aircraft deployment of the offshore foreign and domestic fishing fleets in the Region to ensure conservation through enforcement of fishery regulations and management plans; administration and issuance of foreign licences and amendments for the Region; and deployment of observers on foreign and domestic vessels to ensure compliance and adherence to fishery regulations; provides input, as a prime user, to

the development of regulations, policies and directives to ensure they reflect the operational needs of the field.

Chief, Industry Services (Staff of 17) is responsible for the administration of recreational fisheries management, including salmon, native fisheries, federal-provincial relations, underutilized species management, fisheries development and technology transfer and the Fishing Vessel Insurance Plan.

Chief, Regulations Division (Staff of 14) is responsible for formulating new regulations and developing the Region's input to proposed management legislation; developing and recommending the implementation of regional practices and policies in fisheries management; advising regional staff on acts and regulations, specific legal cases and fisheries management matters; and participating as a member of fishery management teams and advisory committees engaged in the development of annual fishery management plans and fish inspection programs.

Director, Habitat Management Branch (Staff of 19) is responsible for the coordination and delivery of fisheries habitat management and improvement programs, environmental emergency procedures and plans; provides the regional focus and liaison with field staff and other governmental agencies involved in the protection and restoration of inland, coastal and offshore fish habitat; participates in the negotiation of agreements and cooperative arrangements with private industry and provincial agencies on habitat management and improvement programs.

NATURE AND SCOPE

The position manages the delivery of the Fisheries and Habitat Management Program. Responsibilities include the conservation, protection, development and enhancement of the fishery resource base and its habitat; the management, allocation and control of the commercial, native, recreational and foreign fisheries in marine and inland waters; the maintenance and development of benefits from the use of the resource; and, the provision of services and infrastructure in support thereof. This complex operational role impacts on the economic well-being of a substantial portion of the industrial economy of the province and the personal incomes of thousands of fishermen and fishing industry workers, plus native and sports fishermen.

The position is engaged in extensive liaison and coordination with the two provincial governments to reconcile the many competing uses for water resources and the potential for environmental degradation, which threatens the well-being of both salt and freshwater fish stocks. The Regional Director is the senior functional point of contact in the Region for all liaison and coordination with the fishing industry and representatives of foreign nations fishing in the Zone (i.e., USSR, Cuba, Japan, etc.), including constant interaction with fishing company executives, representatives of fishermen's unions, boat owners' representatives, conservation and recreational organizations, Indian bands, provinces and other government departments, university administrators and professors, plus Chambers of Commerce and boards of trade and other public and private bodies with an interest in the fishery and the fish processing industry.

The Regional Director oversees the enforcement of fishing limits, inspection of fish products and licence provisions that are both politically sensitive and economically significant for the individuals and companies involved. The departmental enforcement activity is met with reaction that ranges from cooperation and compliance to hostility and violence which has, in the past, gone as far as the destruction of departmental vessels and attacks on staff.

The incumbent must make critical judgements on a multitude of situations relating to enforcement actions, including policy on seizure of vessels, closure of plants, equipment and catch or all three. He/she must also ensure that the Area Managers maintain close contact with the local industry and workforce, effectively convey to them current departmental policy and accurately relay local concerns to Regional HQ. By successfully "feeling the pulse" of the industry, anticipating problems and reacting appropriately to local concerns, the Regional Director, in concert with his/her Director General, can do much to avoid the politicization of issues and preserve a positive image of the Department. Enforcement activities also involve interaction with foreign fishing fleets, arrest of foreign nationals and seizure of foreign vessels which has the potential for creating international friction. Enforcement strategies must, therefore, be developed and applied to minimize such risks.

The position is responsible for the administration of the domestic and foreign observer program which involves the deployment of representatives on fishing vessels. This program, which currently has a budget of approximately \$1,000,000, will be expanded in the next few years as observer coverage is expected to be expanded.

The position manages the development and implementation of an annual fishing plan for each fishery. This requires a broad mix of inputs, depending largely on the factors in play in a specific fishery. Based on the research necessary to understand the dynamics of the stocks involved and their current status, the incumbent leads extensive consultations to set the appropriate Total Allowable Catch and to determine appropriate allocations. These consultations are held at the community, provincial and sector levels. The incumbent ensures that regulatory decisions are communicated to and explained to participants by fishery officers and through the media.

DIMENSIONS (Constant Dollars)

Person Years: 435

Salary, operating and maintenance budget \$5.2 Million

SPECIFIC ACCOUNTABILITIES

- 1 Ensures implementation of enforcement policies, regulations and standards for fishery management, both with respect to the domestic and foreign fishery.
- 2 Plans and coordinates program activities through assessment of regional requirements, including regulatory control of coastal and international surveillance and by determining priorities.

- 3 Advises the Regional Director General on fishing industry conditions within the Scotia-Fundy Region, including advice on future fishing industry requirements and thereby contribute to the enhancement of the commercial and recreational harvesting of the fishery resource base.
- 4 Develops, plans, recommends and implements operational policies and changes in administration to provide more efficient and effective service to fishermen and to the fishing industry and to protect and conserve fish resources.
- 5 Promotes and clarifies the Region's programs and policies, arranging working and information meetings with senior officials of other government departments and agencies, provincial government officials, employee groups, fishermen's associations, industrial groups, news media representatives, etc.

EVALUATION RATIONALE

Regional Director, Fisheries and Habitat Management

KNOW-HOW

- F Extensive knowledge of the Fisheries Act, Coastal Fisheries Act and the Fish Inspection Act, government and departmental policies and programs affecting fisheries and a good knowledge of habitat and resource management and their social and economic implications.
- III Operations involve conservation and protection of fishing resources; fish plant product and vessel inspection; fishing vessel insurance; resource allocation; technological research and development in fish harvesting and handling technology; and the provision of legal advice on acts and regulations and prosecution of cases under the various Acts.
- 3 The establishment of good interpersonal relationships is critical in dealing with representatives of the fishing industry, both domestic and foreign, fishermen's unions and private interest groups.
- 608 High number reflects the specialized technical knowledge required and the diversity of the operations.

PROBLEM SOLVING/THINKING

- F Thinking within broadly defined policies, goals and objectives in assessing, on a continuing basis, changes in the region's fishing industry which will affect fisheries and habitat management.
- 4 Analytical thinking required in planning and coordinating activities to ensure full utilization of resources while ensuring that the conservation and protection objectives are not compromised to the detriment of the resource.
- (50) Lower percentage indicates that a noticeable degree of functional direction is available.

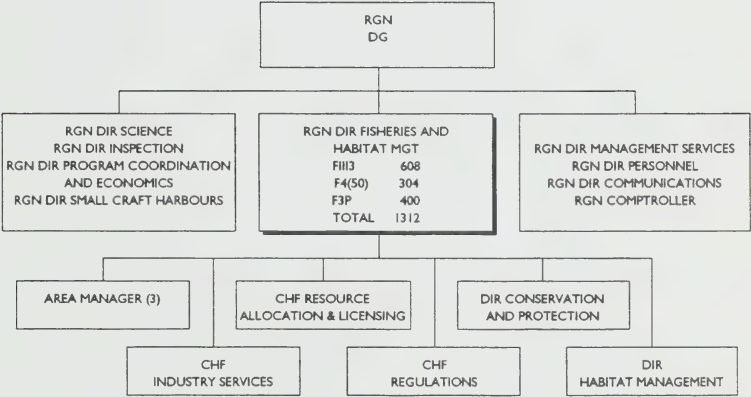
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Regional Director General, is subject to broad managerial direction in the application of policies and the conduct of programs.
- 3P The position has a primary impact on regional operations. The proxy selected to represent these operations is an annual operating budget of \$5.2 Mil (Constant).
- 400 Middle number reflects the position's considerable freedom to act in dealing with the fishing industry, unions and other interest groups and the size of the budget.

SUMMARY

FIII3	608	F4(50)	304	F3P	400	1312	A2
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-5-A

POSITION TITLE: Director, Office of Toxic Chemicals Issue Management

GENERAL ACCOUNTABILITY

Is accountable for the development of a strategic direction and policy framework for the Department and the federal government, for the achievement of short, medium and long term goals on the toxic chemicals issues within Canada, with the provinces and major stakeholders and with other countries.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Director General, Policy and Coordination. The others are: Director, Policy and Corporate Affairs; Director, Environment/Economy; Director, Science and Energy Policy; and Director, LTRAP/Acid Rain Issue Management.

Specific functions of the four positions reporting to the Director, Office of Toxic Chemicals Issue Management, are:

Toxics Advisor is accountable for the development and implementation of policies and action plans to support toxic chemical prevention strategies.

Toxics Advisor is accountable for the development and implementation of policies and action plans to support toxic chemical remedial strategies, with specific responsibility for the particular toxic substances at issue (e.g. PCB's, dioxins).

Toxics Advisor is accountable for the development and implementation of policies and action plans to support toxic chemical remedial strategies, with specific responsibility for the particular physical plant processes at issue (e.g. laboratory procedures, storage guidelines).

Toxics Advisor is accountable for developing and implementing the toxic chemicals "Cradle to Grave" communications plan, and the establishment of consultation protocols and processes to facilitate the adoption of appropriate prevention and remedial strategies by key stakeholders.

NATURE AND SCOPE

The toxic chemicals issue is the top priority of the Department. The Canadian chemical industry contributes over \$3.7 billion (constant) to the economy, and creates over 50,000 jobs. There are over 100,000 chemicals currently in use, with over 90% of them having no human or environmental toxicological information available.

While the Department has an extensive mandate, other departments and provincial governments have roles and responsibilities. Healthy relationships with other departments and governments, both within Canada and externally, are critical to achieving the federal government's objectives. The management of chemicals takes place at all governmental levels, and must proceed within the "Cradle to Grave" framework, addressing all aspects of the chemical life cycle: research and development, introduction, manufacture, transport, distribution, use and disposal.

The Director is the focal point for toxic chemicals issue management within the Department and across the federal government, with responsibility for strategic policy, planning, communication and external relations functions for the Department on the issue and accountability, for ensuring that initiatives of other government departments are in accordance with the federal government's overall direction and objectives. This provides the foundation for the Department and the federal government to establish a sound scientific and program basis to respond constructively and effectively, both to crisis situations and for longer term proactive and preventive measures to contain the threats presented by toxic chemicals. The position presents and argues departmental views in interdepartmental, intergovernmental, bilateral and multilateral stakeholder fora, on priority issues of shared concern in toxic chemicals management.

The Director gathers intelligence on the positions and attitudes in the public, industry, federal and provincial governments and foreign governments, on a continual basis, to bring to the fore, issues directly and indirectly related to the Department and to the federal government as a whole, in the area of toxic chemicals management.

The Director is the manager of change over both short and relatively long periods of time. Key changes include, modifications to existing policies and strategies, development of policies and strategies where none exist, legislative amendment or development, and/or assessing and communicating expert opinion, and their shifts, on specific issues in toxic chemical management.

The key challenge in the position is melding the diverse interests, priorities and mandates within the Department and other government departments into a cohesive strategic direction and policy framework that is understood and accepted. This must be translated into manageable, reasonable and achievable targets against which success can be measured and publicly demonstrated. The Director must select strategies from a range of communication, technological, scientific, economic, social and political options, all based on a strong consensus of the dimensions of the problem and approaches for its resolution. The Director must identify critical priorities and develop remedial action plans for current problems (e.g. pesticides, dioxins, indoor air quality, lead and drinking water safety) as well as prevention strategies to achieve longer term changes in approaches to chemical management.

The incumbent must establish linkages with all players and negotiate their acceptance of their roles and responsibilities, develop coordinated approaches for actions, and develop a unified Canadian strategy. To do this, the incumbent creates and manages processes to persuade other departments, provinces and stakeholders to adopt the Department's agenda and the federal government's objectives.

The toxic chemicals issue will be with the Department and the federal government for many years. A further challenge is to institutionalize the management of longer term activities within the Department, other government departments, the provinces and the private sector, while maintaining the progress and momentum gained to date. This requires establishing sound institutional arrangements for establishing priorities, objectives and standards, predicting problems, formulating intervention protocols and evaluating effectiveness.

The Director provides policy and strategic advice to the Minister, Deputy Minister and senior departmental managers on the available options for implementing a comprehensive toxic chemicals management plan. Briefings, speeches, speaking notes, responses for Question Period and Cabinet Documents, and press releases are prepared, usually within tight time frames, to recommend positions for federal-provincial and international negotiations, and to provide analysis of the impact on departmental priorities and interests of other organizations' policies and activities, and to suggest the departmental response. As well, recommendations are made on changes to legislation. Reports are prepared on the progress of initiatives, and data bases are maintained to support decision making.

The incumbent represents the Department at public meetings, seminars and conferences in Canada and the United States to explain departmental positions on toxic chemicals, and create awareness of shared roles and responsibilities.

The Director participates as a member of the Branch Management Committee to advise on the status of initiatives, and to provide input to cross-sectoral and cross-service plans and activities. As well, the incumbent chairs, provides secretariat services to and/or participates as a member of the CCREM Toxic Substances Advisory Committee, Interdepartmental Committee on Toxic Chemicals, in addition to a variety of other departmental and national working groups established on a periodic basis to focus on specific issues related to toxic chemicals.

DIMENSIONS (Constant Dollars)

Person-Years:

Department:	10,217
Office:	9

Salary, operating and maintenance budget:

Department:	\$158 Million
Office:	\$104,466

SPECIFIC ACCOUNTABILITIES

- 1 Defines and communicates the strategic direction, policies, priorities and position of the Department and the federal government on the toxic chemicals issue.
- 2 Develops the authorities, approvals, institutional arrangements and resource requirements to meet the policy and program directions of the Department and the federal government on the toxic chemicals issue.

- 3 Provides authoritative policy and strategic advice to the Minister, Deputy Minister, Assistant Deputy Minister, and other clients to achieve the Department's and federal government's objective to manage toxic chemicals.
- 4 Develops and directs the implementation of plans for the institutionalization of toxic chemical management throughout the Department, other government departments, the provinces and the private sector, and monitors and reports on progress.
- 5 Establishes consultative mechanisms within and outside the Department to identify priorities and opportunities, formulate policies and guidelines, develop strategies and action plans, conclude agreements and monitor and report on progress across the federal government.
- 6 Develops and coordinates the implementation of communications plans to promote the federal toxic chemical positions with other levels of government, industry and the public.
- 7 Plans, organizes, directs and controls the human, financial and physical resources of the Division to effectively achieve objectives in a fiscally prudent manner.

EVALUATION RATIONALE

Director, Office of Toxic Chemicals Issue Management

KNOW-HOW

- F Extensive knowledge of science and technology theories, principles, techniques, practices and potential as applied to the management of toxic chemicals; of departmental mandate, objectives and programs, sufficient to develop institutional mechanisms for management of toxic chemicals; knowledge of federal government policies and politics sufficient to act as liaison on behalf of the Department with Privy Council Office, other federal departments and provincial governments on issues that arise; knowledge of environmental impact of other departments' policy or program activities sufficient to further a national consensus.
- III Responsibility for Department-wide coordination of toxic chemicals management, and leadership across the federal government, including the provision of strategic directions, implementation plans and communications initiatives.
- 3 Successful achievement of objectives requires advising senior management including the ADM, DM and Minister, furthering the Department's agenda through negotiations with other departments and regulatory agencies, and directing and motivating staff throughout the Department.
- 528 Middle number reflects the depth of technical knowledge of both scientific subjects and political framework.

PROBLEM-SOLVING/THINKING

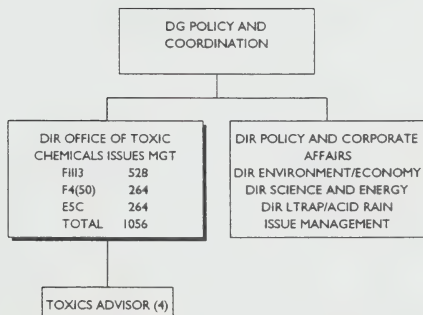
- F Thinking within departmental objectives in developing a framework and plans for institutionalizing the management of toxic chemicals within the Department, and an awareness and communications program; thinking within broad government policy, industrial and scientific practice and understanding in furthering a national consensus on chemical management throughout the life cycle.
- 4 Analytical thinking is required in developing strategies, consultative mechanisms, and processes to further the achievement of a national consensus on the management of the issue, to support the Department's and the government's abilities to respond constructively and effectively to crisis situations and to establish a sound scientific and program basis for longer-term pro-active and preventive measures.
- (50) Lower percentage reflects the framework within which the position operates.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Policy and Coordination, is subject to managerial direction of a general nature, and is accountable for the development of strategies and plans to further the federal government's ability to achieve a national consensus on the short, medium and long term management of toxic chemicals; for developing policies and mechanisms for departmental national leadership of the issue and for establishing and maintaining information systems to monitor and report on progress.
- 5C The position has a contributory impact on toxic chemical management activities in Department. The proxy selected to represent these activities is an annual departmental operating and salary budget of \$158 Mil (Constant).
- 264 Middle number recognizes that the position influences regulation and processes for the Canadian chemicals industries.

SUMMARY

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-4-A

POSITION TITLE: Regional Director, Veterinary Medicine

GENERAL ACCOUNTABILITY

Is accountable for the direction of diverse scientific and technological programs needed in Saskatchewan to ensure the delivery of inspection programs.

ORGANIZATION STRUCTURE

This position at the third level is one of nine Directors across Canada reporting to the Director General, Veterinary Inspection Directorate.

Reporting directly to the position are:

Regional Veterinarian, Animal Health (Staff of 56 at 13 different district offices).

Regional Veterinarian, Meat Hygiene (Staff of 68 at 7 different registered meat establishments and 15 abattoirs under federal/domestic inspections).

Manager, Program Services (Staff of 8 in the Saskatchewan Regional Office).

Regional Training Officer (Functionally responsible for total Saskatchewan veterinary inspection staff of 133).

NATURE AND SCOPE

The federal government has in place a series of programs assigned to a number of departments to foster the exercise of constitutional responsibility in areas of securing a food supply, maintaining the health of Canadians and ensuring the continued viability of the agri-food sector as a major contributor to the national economic output. Program implementation has to be balanced against the competing interests of the provinces to strengthen the agricultural industries, of the industries to maximize profit, and of the attitudes of the public to such issues as consumer protection, animal rights and environmental protection.

The Department has the responsibility, mandated by Cabinet in 1986, to deliver programs of other government departments such as Consumer and Corporate Affairs, Health and Welfare, Transport Canada for investigation and prosecution under the Criminal Code. The Director is responsible for reconciling the interests of other federal and provincial agencies and parallel or complementary programs and for resolving competing interests.

The Regional Director is the federal government's primary facilitator accountable for delivering these programs between industry, government, research, lobby groups, producers, other orders of government, with respect to the health and safety of animals, plant safety, processed food standards.

The nature of regulatory programs is such that high resistance is often encountered within industry to aspects of the policy contained in them. The Regional Director is accountable for resolving difficulties encountered in policy implementation to achieve effective program delivery. The Regional Director is accountable for participation in national policy development and for the articulation of regional and industrial concerns in the form of policy initiatives which address the viability of legislative initiatives.

Within the context of broad Branch objectives, the Regional Director sets the objectives for the region. The incumbent directs operational planning and makes any and all changes to plans in response to changes in the complex and diverse environment while maintaining consistency with the basic strategic plan. End results impact on the development and maintenance of an efficient and competitive food industry and on the maintenance of the safety of and nutritional quality of food produced. Eradication of a contagious disease in an area can result in one-time disbursement of up to \$1 million a day.

Exercise of legal powers can result in refusal to admit shipments of produce or livestock from a major trading partner. This can result in political retaliation. Alternatively, exercise of legal powers can result in shut down of businesses in areas, affecting local employment and the local economy. Under the Criminal Code, legal enforcement powers extend to investigation and prosecution.

The Regional Veterinary Director serves as the senior consultant and arbiter in scientific, managerial and administrative matters related to the agri-food sector. The incumbent is called upon to advise and resolve conflicts with the province, veterinary college, research institutions and industry through formal professional and industrial committees for regional development.

Decisions involve balancing competing constituencies of interest in society as whole, such as animal rights groups and their interest in the humane treatment of animals, versus producers and their interest in market efficiency. Decisions can take place in a public forum, and be the subject of discussion in the national press. In this respect, decisions as to the possible contamination of the food supply from toxins, pathogens, or hazardous chemicals have to balance the health interest of Canadians against the economic interests of producers and processors.

DIMENSIONS (Constant Dollars)

Person-Years:

Department: 12,000

Region: 133

Regional salary, operating and maintenance budget \$1,611,000

SPECIFIC ACCOUNTABILITIES

- 1 Participates in the development of national policy and standards for meat safety, wholesomeness and fraud prevention, acceptable nationally and internationally.
- 2 Ensures compliance to regulations by setting priorities and implementing programs.
- 3 Decides on the exercise of legal powers by evaluating recommendations from the industry, advocacy groups and the public.
- 4 Ensures that all commercially produced meat products leaving inspected plants for human consumption are in compliance with national standards which can be adapted to facilitate export.
- 5 Facilitates the marketing of carcasses and meat products through the design and delivery of meat quality assurance programs which reflect the economically important characteristics of carcasses and meat products.
- 6 Certifies that agri-food products for domestic markets and export needs meet quality and safety standards of Canada or a trading partner.
- 7 Promotes public awareness by distributing information to various clients concerned with agri-food products regulations and standards.

EVALUATION RATIONALE

Regional Director, Veterinary Medicine

KNOW-HOW

- F Extensive knowledge of animal health programs, meat hygiene policy regulations and programs to ensure the delivery of a veterinary inspection service.
- II Operational coordination of animal health and meat hygiene services programs in the Saskatchewan region, through a staff of 135 located in 22 establishments and 18 District offices and ports of entry.
- 3 Successful achievement of the objectives requires motivating staff to perform effectively and resolving problems with provinces and industry.
- 460 High number reflects the expertise required to deliver an inspection service affecting a single commercial sector in a specific region.

PROBLEM-SOLVING/THINKING

- E Thinking within well defined policies and objectives, develops and implements national objectives, policies and procedures for delivery of regional programmes for animal health and meat hygiene.
- 4 Analytic and constructive thinking is required in development of regional operational policy, strategic plans as well as in resolution of staff problems and resolution of disputes with provinces, industry and others.
- (50) Higher percentage denotes the requirement to respond to industry-wide, complex, highly sensitive problems and to exercise broad discretionary legal powers.

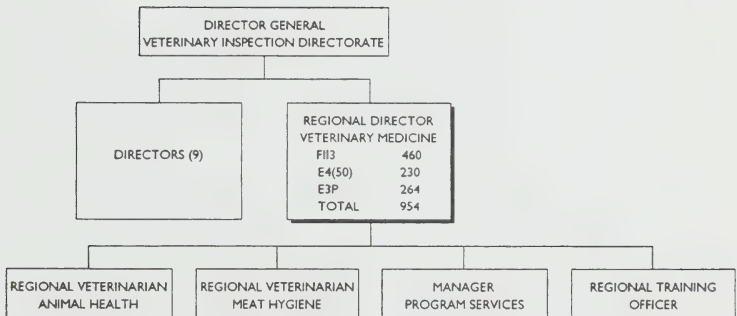
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Veterinary Inspection Operations, directs and coordinates diverse scientific and technological programs and projects, to ensure effective delivery of animal health and meat hygiene service programmes in the region.
- 3P The position has a primary impact on Regional operations. The proxy selected to represent these operations is a budget of \$1.6 Mil (Constant) and a staff of 133.
- 264 Middle number is consistent with the size of budget and the latitude required to exercise legal authorities delegated by several other departments in order to protect the health and safety of the public.

SUMMARY

FII3 460	E4(50) 230	E3P 264	954	A1
----------	------------	---------	-----	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-4-B

POSITION TITLE: Area Manager, Southwest Nova Scotia

GENERAL ACCOUNTABILITY

Is accountable for program implementation including the management, administration and coordination of field operations in the Area.

ORGANIZATION STRUCTURE

This is one of nine positions at the third level reporting to the Regional Director, Fisheries and Habitat Management, Scotia-Fundy Region. The others are: Area Manager, South East, N.S. Area; Area Manager, Eastern N.S.; Chief, Resources Allocation Branch; Chief, Development Branch; Chief, Fishermen's Services Branch; Chief, Regulatory and Legal Affairs Branch; Chief, Conservation and Protection Branch; Chief, Habitat Management Branch.

Specific functions of the 3 positions reporting to the Regional Director are:

Chief Enforcement Officer (Staff of 17) is responsible for the planning, organization and direction of conservation and protection programs in the Area, including commercial and recreational fisheries management, environmental, habitat protection, licensing legislation and policies, and obtaining input from fishermen and processors in formulating government policy.

Area Inspection Chief (Staff of 100) is responsible for planning, organizing and directing field and laboratory inspection programs for all fish landed, processed, exported or imported from the Area, including fish product inspection, plant and vessel standards, to ensure national health standards and improve the quality of the product; under the strong functional direction from the Regional Director of Inspection.

Statistical Coordinator (Staff of 16) is responsible for the collection of fisheries statistics in Southwest Nova Scotia, including the administration of a controlled collection program; the preparation of reports to ad hoc requests from industry biologists, internal staff, other departments and the provincial government; the monitoring of species quotas in the management area.

NATURE AND SCOPE

The Department carries out the federal government's constitutional responsibilities with respect to the management of Canada's fisheries, including the enforcement of a number of acts and regulations.

Within this mandate, the Area Manager directs the implementation, integration and coordination of field and lab operations governing all inspection, conservation and protection, and fisheries management programs throughout the Southwest Nova Scotia Area for all sectors

in the industry. Priorities must be set, needs forecasted and programs monitored and assessed to determine what modifications are necessary to ensure optimum realization of each program's objectives. The Area Manager evaluates and assesses reports received from senior officers of the various units, the fishing industry, the views of commercial and sports fishermen and fish and game associations in the overall management of the fisheries in the Area, and directs the activities of the managers of the field operational units (i.e., Conservation and Protection, Inspection, etc.) who form the management team for the Area.

The Area Manager also controls the allocation of personnel, materials and finances to the various units within the Area to meet changing circumstances and policy objectives of the Department and assesses the effectiveness of senior unit officers and the success of their specific program units.

The Area Manager is responsible for fisheries program consistency within the Area and coordinates the Area's activities with other Area Managers of the Region and with varied organizations such as commercial fishermen's associations, provincial fisheries authorities, fish and game associations and fish plant operators' associations. The position is also responsible for providing Area input into priorities for regional, national and international programs, such as Fisheries Development, Small Craft Harbours, Vessel Insurance, Inspection, Fisheries Prices Support Board, International Shellfish Agreement, etc. He/she works closely with officials of the provincial departments of Fisheries, Tourism, Lands and Forests, and Environment, to ensure coordination of programs relating to fisheries management and other departmental responsibilities including environmental emergencies, such as oil spills, fish kills, floods, severe storms, fish habitat protection and resource enhancement.

The Area Manager is accountable to the Regional Director of Inspection for the delivery of the inspection program in the Area and its Districts and as such is responsible for input to regional inspection policies and plans; execution of Area/District workplans, monitoring of Area/District workplans and budget execution, and Area/District inspection issues management.

Major challenges appear in the resolution of difficult and complex problems concerning fisheries management matters such as fishing sector conflicts (marketing, price and gear), strong conservation action necessary in declining fisheries, environmental issues causing extreme conflicts between fishery resource conservationists and users (fishermen) and industry groups or organizations.

The Area Manager advises the Regional Director, Fisheries and Habitat Management, on all fishery-related matters within the Southwest Nova Scotia Area by continuously appraising the effectiveness of existing policies and programs and assessing the present and future effects of economic, social and technical developments of the commercial and recreational fisheries in the Area. The Area Manager evaluates the reports of unit chiefs and formulates recommendations for the Director on the establishment of specific new programs, policies and statutory controls for the improved management of the fisheries in the Area.

Meetings and briefings are held with senior officials of federal and provincial governments, municipalities, processing industry, commercial (and recreational) fisheries organizations and unions to liaise, develop policies, and resolve programs concerning fisheries management issues on a regional and national level. The Area Manager provides information on present and proposed government policies and programs regarding specific fisheries through advisory committees composed of representatives of the fishing industry including other concerned

groups such as native, Indian bands, guides associations, environmental groups, etc., and is Chairman or a member of fisheries advisory committees.

DIMENSIONS (Constant Dollars)

Number of Subordinate Staff:	138 person-years
Salary, operating and maintenance budget:	\$ 1,588,044
Program:	\$205,822,000
Value of Landed Fish:	\$ 67,322,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that fisheries policy development and program implementation is carried out in the Area for all programs relating to conservation and protection, inspection, fisheries development and statistical collection and tabulation.
- 2 Ensures the efficient implementation and coordination of field operations in the Area in line with regional, national and international objectives by controlling the allocation of personnel, material and finances to the various units within the Area to meet changing management circumstances and policy objectives of the Department.
- 3 Ensures, through the analysis and evaluation of programs, the effectiveness of the existing policies, statutory regulations and programs related to the management and enforcement of fisheries policies, product and plant sanitary requirements and environmental programs are effectively carried out by the field and laboratory staff.
- 4 Ensures the efficient allocation of field staff in the maintenance of continuous environmental management programs relating to fish health, fish habitat protection, oil spill cleanups, Paralytic Shellfish Poisoning (PSP) and fecal contamination.
- 5 Ensures that the development of fish quality (from the sea to export and domestic) markets is improved in the Area through an ongoing Quality Improvement Program, which involves liaison on processing, packaging, labelling and handling practices for all phases of the industry.

EVALUATION RATIONALE

Area Manager, Southwest Nova Scotia

KNOW-HOW

- F Extensive knowledge and experience in all aspects of fisheries and habitat operations and knowledge of governmental and departmental acts, regulations and policies.
- II Manages the conservation and protection, inspection, fisheries development and statistical collection functions.
- 3 Successful achievement of objectives requires direct consultation with officials of provincial governments, municipalities, processing industry, fisheries' organizations and unions to liaise and resolve problems concerning fisheries management issues.
- 460 High number reflects application of extensive knowledge to a variety of applications.

PROBLEM SOLVING/THINKING

- E Operates within a well defined frame of reference and receives functional direction on the delivery of the inspection program.
- 4 Requires analytical and constructive thinking to define and solve problems.
- (43) Lower percentage reflects the clearly defined environment and the availability of functional guidance.

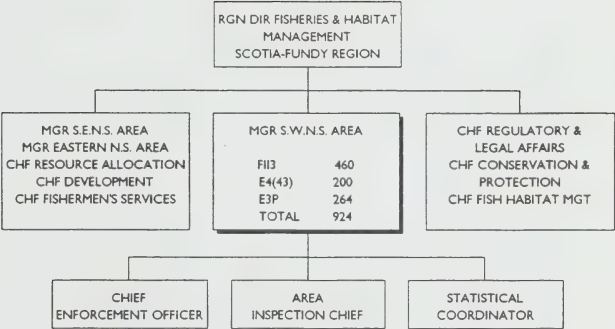
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Regional Director, Fisheries and Habitat Management, works within well defined objectives and functional precedents and policies, but has some latitude to decide how to achieve end results.
- 3P The position has a primary impact on the operations of the program in the Area. The proxy selected to represent these operations is an annual salary and operating budget of \$1.5 Mil (Constant).
- 264 Middle number reflects the size of the budget and the requirement of the position to integrate policies, precedents and regulations for effective program delivery.

SUMMARY

FII3 460	E4(43) 200	E3P 264	924	A2
----------	------------	---------	-----	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: P-4-C

POSITION TITLE: Director, Regional Inspection Services

GENERAL ACCOUNTABILITY

Is accountable for the regional implementation of national policies and programs and enforcement of the appropriate regulations, designed to ensure that Canadian produced fish and fish products meet appropriate grade, handling, identity, process, quality and safety standards, and that imported fish and fish products meet minimum standards of identity, quality and safety.

ORGANIZATION STRUCTURE

This is one of seven positions at the second level reporting to the Regional Director General. The others are: Regional Director, Fisheries Operations; Regional Director, Science; Director, Economics and Program Coordination; Director, Small Craft Harbours; Director, Management Services; and Manager, Personnel.

Specific functions of the three positions reporting directly to the Director, Regional Inspection Services, are:

Chief, Field Operations (Staff of 2 HQ - 78 Field) is responsible for planning, functionally directing and coordinating the inspection of fish processing establishments, fishing vessels and domestic and imported fish products.

Chief, Scientific and Technical Services (Staff of 13) is responsible for the operation of the Regional Fish Inspection Laboratory, the Regional Technical Assistance program, and coordinating the technical and laboratory elements of the National Fish Inspection Program, technical training programs and workshops, product recalls and provision of professional advice and guidance to the industry and to consumers.

Chief, Planning and Coordination and Review (Staff of 4) is responsible for carrying out systematic management review of the regional administration of the National Fish Inspection Program; providing input to a national management information system; coordinating regional planning, management, processes and procedures for information acquisition, and providing administrative services to the Branch.

NATURE AND SCOPE

The position is accountable for uniformly enforcing federal and provincial Fish Inspection Acts and Regulations in the Region. These Acts give the Department a mandate to inspect all fish and fish products intended for export from Canada, or for interprovincial trade, all fish and fish products imported into Canada, and most fish and fish products for intraprovincial trade.

Fish and fish products are inspected as raw material during processing, and as final products. Inspections include physical examination of vessels and processing facilities and the organoleptic, bacteriological and chemical analyses of fish, fish products, water, ice, materials and products. Imported and domestic fish products in all forms are inspected, to ensure safety, quality and labelling requirements. In addition, grading of domestically produced raw material and finished products are monitored by the Department. Products are also inspected to ensure labelling requirements are met. At the request of the buyer or seller, fish inspectors arbitrate disputes concerning the grading of raw materials.

All fish processing plants are registered and inspected for compliance with Canadian and appropriate Provincial Government Inspection Regulations for construction, equipment and operating requirements. Technical assistance is provided to industry on processing technology, plant improvement and product quality control, to assist in the production of high quality wholesome products. Also, continuous surveys of processing and plant conditions are undertaken. Contributions are made to the development of ways and means to upgrade quality and yields, minimize waste and spoilage, and improve techniques and equipment for handling, processing, preserving, storing and distributing fish products.

The Director is required to plan and conduct investigations of potential or existing risks to public health from domestic and/or foreign products, where hazardous and toxic substances and pathogenic micro-organisms are likely to be present.

The Director is responsible for the organization of a Regional Fish Inspection Laboratory and such field/area laboratories as are required to conduct microbiology, food chemistry and quality assurance investigations and tests of special non-recurring and recurring natures, essential to maintaining products to federal and international standards and specifications.

Microbiological, chemical and organoleptic analyses are performed by laboratory staff to acquire data on (a) the microbial flora, hazardous and other chemical composition, safety, wholesomeness, and nutritional and organoleptic quality of whole fish, fish products, and fishery by-products, produced or imported for human consumption; (b) on the microbiological quality of industrial/municipal water; (c) on compliance of food products and processing establishments with regulatory requirements; and (d) on the spoilage pattern of non-exploited or under-utilized species. Products produced and/or water supplies used in all fish processing facilities in the Region, are monitored for microbiological, chemical and organoleptic quality. Water quality, harbour water, overlay water surveys and plant sanitation surveys are conducted, as are tests to confirm the sterility of canned fish, and to isolate, enumerate and identify bacteria in fish products. Quality and workmanship defects in domestically produced fish, are assessed and the data used for establishing domestic and international standards for fish products. Tests for chemical indices of freshness, spoilage and deterioration of fishery products are performed and evaluated.

Enforcement actions can include such stringent measures as product seizures and processing plant registration withdrawals, both of which have a major impact on the industry and the local community. The Director must ensure that all staff under his direction are attuned to the "exception reporting" procedures applied within the Department, and that potentially high profile decisions are rapidly assessed by him/her and the Regional and National Inspection Directors General, so that the Minister can be informed of the issues involved. Management of this aspect of the function requires a high degree of communicative skills and process appreciation to discern the key issues, while preserving systematic lines of communication and decision making on the many less sensitive issues that are handled. An error in judgement

can result in failure to protect the marketplace and consumers, unnecessary legal action, claims against the Crown and formal complaints to the Minister.

The Director must maintain complex professional and technical liaison, advisory, consultative and working relationships with regional officials of own and other departments, provincial departments and agencies, primary and secondary fisheries industries, public organizations, technical and vocational training institutes, the World Health Organization and representatives of foreign governments and industries, concerning all aspects of Fish Inspection Management as they relate to the Region's fisheries products and plants. The position has delegated authority to represent the Department, or serve as a technical advisor on a more senior representational team, at formal meetings to negotiate changes to policies, legislation and regulations, and agreements.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	6,011
Subordinate	21
Field Staff:	78

Salary, operating and maintenance budget

Subordinate	\$209,000
Field Staff	\$891,000

SPECIFIC ACCOUNTABILITIES

- 1 Manages the implementation and ongoing application of the National Fish Inspection Program and associated legislation, policies, priorities, standards, practices and procedures, to ensure uniform implementation and enforcement across the Region, so that Canadian produced fish and fish products meet appropriate grade, handling, identity, processing and quality standards, imported fish and fish products meet minimum standards of identity, quality and safety, and to improve both the industry's perception of the process and national and international consumer confidence in the food product.
- 2 Assesses and evaluates inspection technology research trends and developments, and formulates proposals for integrating these into initiatives to improve the delivery of inspection services and the handling, processing and transportation of fishery products.
- 3 Develops annual and long term plans and budgets for the region, monitors area operations and resources utilization and proposes adjustments to plans and budgets, so that inspection services are delivered in the most effective, efficient and economical manner possible.
- 4 Initiates prosecutions for actions taken by fishermen, carriers, processors and importers in contravention of legislation and regulations; and orders cessation of production, seizes products, directs reprocessing, or holds, pending higher authority or Court decision.
- 5 Approves certification of vessels and registration of processing plants, and recommends actions through the RDG to the DG Inspection, where a corporate decision or approval is necessary.

- 6 Advises regional, national and international committees, commissions and agencies as designated by the corporate Director General, Inspection, or the RDG, concerning Fish Inspection systems, standards and specifications.
- 7 Participates, as a member of the Regional Senior Management Committee, in the formulation of regional objectives, policies and plans, with particular responsibility for advice on the operational aspects of inspection management.
- 8 Establishes and maintains professional and technical standards of work within the Region, and manages human and materiel resources effectively and efficiently.

EVALUATION RATIONALE

Director, Regional Inspection Services

KNOW-HOW

- F Extensive experience in food chemistry; biochemistry; bacteriological sciences; related specialist field; laboratory analytical methods and techniques; fish handling and processing technologies; packaging and distribution methods; inspection procedures and techniques for vessels, plants and products; and the fish processing industry.
- II Operational management of regional programs for fish inspections, including inspection related enforcement, vessel certification and registration of processing plants, and applied and developmental research in the handling, processing and distribution of fish and fishery products.
- 3 Successful achievement of objectives requires motivating staff and resolving disputes with industry regarding the application of regulations.
- 460 Highest number reflects a very high degree of specialized scientific know-how because the position is the regional expert in these fields.

PROBLEM-SOLVING/THINKING

- E Thinking within program and scientific objectives, resolving scientific analysis problems or action. Delivers the Regional Inspection Program within the policy and program delivery framework developed by the Corporate Functional Head.
- 4 Analytical thinking is required in achieving uniformity of regional regulatory enforcement at a level that ensures safety, quality and fair market practices, without undue restriction to industry as well as proper administration of the vessels certification and of processing plants' registration programs.
- (43) Lower percentage indicates the degree of guidance available from HQ and regional management.

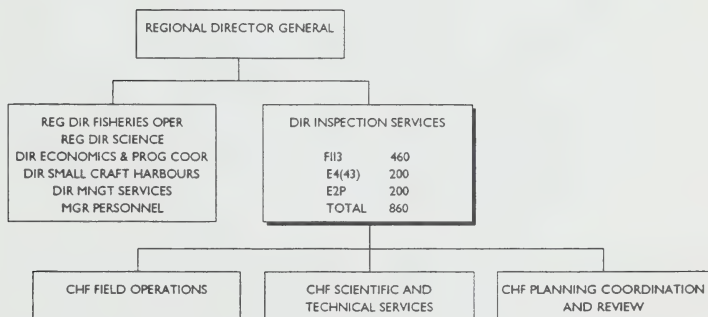
ACCOUNTABILITY/DECISION MAKING

- E Reports to the RDG Scotia-Fundy Region and is subject to program priorities and goals set out by the Corporate Functional Authority. Must establish the appropriate "exception" reporting procedures to ensure that potential problems are rapidly assessed in a timely fashion, and appropriate action taken.
- 2P The position has a primary impact on the Branch activities. The proxy selected to represent these activities is an annual budget of \$209,000 (Constant).
- 200 Middle number reflects the role of the position in providing functional supervision of 78 PYs in the region.

SUMMARY

FII3 460	E4(43) 200	E2P 200	860	0
----------	------------	---------	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: P-4-C



GOVERNMENT OF CANADA

EXECUTIVE GROUP BENCHMARK

NUMBER: Q-7-A

POSITION TITLE: Executive Director, Patented Medicine Prices Review Secretariat

GENERAL ACCOUNTABILITY

Is accountable for managing the Patented Medicine Prices Review Secretariat, in the administration of applicable portions of the Patent Act to ensure fair prices for patented pharmaceutical products in Canada and to monitor the level of pharmaceutical research and development expenditures in Canada. As a deputy head within the context of the Financial Administration Act, oversees the management of all staff and resources.

ORGANIZATION STRUCTURE

This is the only position at the first level reporting to the Chairman of the Patented Medicine Prices Review Board.

Specific functions of the four positions reporting to the Executive Director are:

Executive Secretary to the Board (Staff of 2) is responsible for coordination of replies to inquiries, handling parliamentary correspondence and returns as well as other executive correspondence. Additionally, the Secretary to the Board is responsible for ensuring the effective operation of the Chairman's Office with respect to the issue of Notices of Hearing and their publication in Canada Gazette, Canadian Patent Office Record and other publications, arrangements for hearings and pre-hearings, receipt of waivers, issue of subpoenas, recording of evidence, provision of simultaneous translation, and issue and publication of Board Orders.

Director General, Compliance and Liaison (Staff of 9) analyses new legislation, identifies the need for new initiatives, ensures that the intent of the Act is reflected in any new statement and provides explanation and interpretation of policy to concerned parties. The Director General develops policy to define price abuse and recommends appropriate action in cases of failure by companies to provide information or comply with a Board Order. In addition, the Director General determines how various analytical factors should be considered in the development of case dispositions, outlines the legal considerations of Boards and Secretariat operations, and advises on the control and release of collected data and prepared analyses.

Director, Quantitative Analysis and Data Services (Staff of 9) is responsible for collecting, collating, storing and disseminating information pertaining to drug prices, the costs involved in manufacturing and selling drugs in Canada, designated foreign markets, and investment and growth in Research and Development, and other aspects of the structure of the pharmaceutical industry.

Chief, Personnel, Finance and Administrative Services (Staff of 4) is responsible for the provision of personnel, financial, administrative and related services, and for advising the Executive Director of support service implications flowing from his authority and responsibility as a deputy head under the FAA.

NATURE AND SCOPE

The 1987 amendments to the Patent Act provide for active intervention in the market, by establishing the Patented Medicine Prices Review Board, a Board exercising all powers, rights and privileges vested in a superior court of record. The Board holds hearings to ensure fair prices for patented medicines, and the provision of information to Parliament on price trends and changes in the industry's research and development (R&D), performance, structure and conduct.

Inquiries have numbered approximately 1,000 in the first year of operation. An important component of the job is to respond to complaints regarding the drug industry, and identify legitimate complaints for hearing by the Board. The Secretariat is on the front-line of public concern regarding drug prices, and there is a strong need for an efficient and effective public relations and communications capability. Furthermore, the position must ensure that the legal obligation to notify provincial governments and the public of proposed hearings, is respected.

While the Board may act formally (through hearings, determinations, findings and Orders) to reduce patented drug prices, to lift restrictions on compulsory licenses or to change the protection afforded to drugs invented and developed in Canada, the rebalancing of patented drug prices with R&D investment, may be accomplished by the less formal processes of discussion and negotiation. The Executive Director, acting on behalf of the Board, must encourage communication and liaison with and between, public and private sector officials and authorities, and provide public information and communicate with the media.

The Executive Director reviews cases of consumer complaint, or corporate non-compliance, to direct the preparation of cases for Board Hearings and to propose the manner of resolution to the Board. The incumbent determines how the various analytical factors should be considered, and, in general, the legal considerations of Board and Secretariat operations in respect to the data collected and its release under various circumstances. Further, the incumbent directly advises on the legal aspects of implementing Board decisions and Orders. The position must develop and maintain contacts with senior officers and legal counsel of major companies, federal departments and provincial governments having an interest in the work of the Board, industry and consumer organizations, officials of other countries and members of the public and the press.

The findings and orders of the Board impinge on the basic socio-economic fabric of Canada and, as such, they have a high political profile. The Executive Director prepares an annual report on Board activities and summary of patented drug price trends, as well as a report on the pharmaceutical industry focusing on R&D growth and investment. The amended Patent Act calls for four and ten year reviews, with reports to Cabinet and Parliament, of program performance after the operative sections of the Act are proclaimed and come into effect. The preparation of these two reports, the planning for these two long term reviews and the generation of other reports and returns required by legislative, executive or judicial authorities, are the direct responsibility of the Executive Director.

A vast amount of information must be gathered and analyzed by the Secretariat to support the work of the Chairman and other Board Members. The Executive Director designs and puts into operation, a sophisticated data collection and quantitative analysis capability. This includes the receipt, verification, editing, organization and computer entry of information, and the development of database management techniques and reporting capabilities. Data sources includes domestic and foreign companies, other departments and foreign governments. Up to 100 different companies report complete information on a minimum of 3000 drugs, each of which is available in a number of dosage forms and strengths. Data is also collected and analyzed by province and market category. The Secretariat is able to make comparisons, prepare reports, and comment on the suitability and reliability of data. The reports include analysis of medicine prices in the light of prescribed factor.

The Board has been established as a department within the terms of the Financial Administration Act and the Executive Director has been designated deputy head. The Executive Director has direct contact with the Treasury Board Secretariat, and a variety of departments and agencies in order to carry out responsibilities. The Executive Director exercises authority for hiring staff, managing budgets, developing and implementing administrative policies and any and all actions needed to provide for the operation of the Board. Of particular importance is the assessment of resource requirements and their acquisition through appropriate justification. In order to achieve economies of scale, a Memorandum of Understanding has been signed with Consumer and Corporate Affairs Canada for the provision of basic services. Nevertheless the final responsibility lies with the Executive Director to support the Board and Secretariat in an effective and efficient fashion while achieving economy. Finally, the Executive Director requires significant management, administration and human relations skills to oversee and direct the work of the Secretariat.

DIMENSIONS (Constant Dollars)

Staff:

Secretariat	26 persons
-------------	------------

Salary, operating and maintenance budgets:

Board	\$ 99,255
Secretariat	\$595,533

Scope of Industry:

Sales	\$496,277,900
Employment (1985)	17,000
Research and Development (1985)	\$ 19,851,156

SPECIFIC ACCOUNTABILITIES

- 1 Supports the conduct of Board hearings and coordinates the actions of persons appearing at hearings, informing them of their responsibilities by organizing appropriate information services, and by providing orderly internal structures for monitoring cases.
- 2 Informs the Commissioner of Board Orders and monitors compliance with their substance and intent.
- 3 Collects, collates, stores and disseminates information and documents required for the work of the Board and safeguards privileged information.
- 4 Serves as official spokesperson for the Board and supports the Minister during sessions of House of Commons Committees.
- 5 Supervises the supporting activities of the Board Secretariat in an effective and efficient fashion including obtaining and maintaining necessary resources through appropriate long-range planning, budgetary actions, and recruitment and training.

EVALUATION RATIONALE

Executive Director, Patented Medicine Prices Review Secretariat

KNOW-HOW

- G Mastery of the issues concerning research and development and general economics of the international pharmaceutical industry, the political and legislative aspects of government, the relationship between the Executive Director, the Board and other organizations of government, in order to develop, recommend and implement procedures, operational policy and mandate for the Secretariat and the functions of the Board.
- III Coordination at the planning and implementation level of the Board's long range plans and operations to implement the legislative mandate of the Board.
- 3 Successful achievement of objectives requires the incumbent to motivate and influence professional staff under difficult circumstances; to encourage and maintain good relationships in an environment made of public servants and private-sector appointees.
- 700 Middle number recognizes the limited mandate of the Board.

PROBLEM-SOLVING/THINKING

- G Thinking within broad government policy to oversee the development of the legislation and interpretation, policy and guidelines for the Board's operations; develop strategic options for the Board's consideration in matters of compliance; and ensure an effective Secretariat function for the formal Board.
- 4 Analytic thinking is required to evaluate industry's financial considerations and the government's expectations for performance.
- (57) Lower percentage indicates a solid analytic capacity within the general mandate of the Board to investigate the commercial operations of the sector.

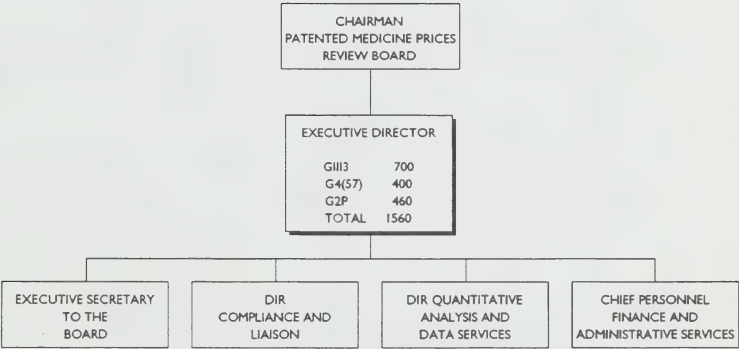
ACCOUNTABILITY/DECISION MAKING

- G The Executive Director serves as deputy head in administering the Secretariat including proposals and resource substantiations to Central Agencies.
- 2P The position has a primary impact on the activities of the Secretariat and Board. The proxy selected to represent these activities is a budget of \$694,500 (Constant) in annual expenditures.
- 460 Middle number reflects stature of position as deputy head and the size of operational budget.

SUMMARY

GIII3 700	G4(57) 400	G2P 460	1560 A1
-----------	------------	---------	--------------

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: Q-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: Q-6-A

POSITION TITLE: Director General, Financial Analysis

GENERAL ACCOUNTABILITY

Is accountable for directing the financial analysis of federally regulated telecommunications carriers in their environment; for the research and development of analytical information and statistical measures required in the financial analysis of corporate carrier activities and rate regulation; and for development of the costing reporting requirements of the carriers.

ORGANIZATIONAL STRUCTURE

This is one of five positions at the second level reporting to the Executive Director, Telecommunications. The others are: Director General, Economic, Social and Technical Analysis; Director General, Operations; Senior Planner; and Executive Assistant.

Specific functions of the four positions reporting directly to the Director General, are:

Director, Cost Inquiry (Staff of 4) is responsible for directing and developing the Phase III costing reporting requirements of the federally regulated telecommunications carriers for use by the Commission, to ensure that there is no cross-subsidization of services without the recognition and/or approval of the Commission. Utilizing resources from other sectors of Telecommunications, the incumbent heads teams comprising engineering, audit and rates group specialists to deal with special assignments such as the inquiry into B.C. Telephone purchasing practices.

Director, Audit, Accounting and Statistics (Staff of 8) is responsible for the development and analysis of the necessary financial and accounting information from the carriers in a general rate case and on an ongoing basis, to report and advise on appropriate rates of return, on carrier earnings.

Director, Efficiency Analysis (Staff of 2) develops and directs programs to research, evaluate and monitor the operating efficiency of the federally regulated telecommunications carriers to assist the Commission in its regulatory function.

Support Staff - Secretary to the Director General.

NATURE AND SCOPE

The Commission, under the terms of the Railway Act, is a superior court of record, and is responsible for ensuring that tariffs and rates for telecommunications services charged by carriers under federal jurisdiction, are just and reasonable, and that services and facilities are offered under terms and conditions that do not constitute unjust discrimination, confer undue preference or advantage, or are otherwise contrary to the relevant statutes. This over-riding mandate, designed to protect the public from abuses by monopolies, involves a number of complex financial considerations which require constant monitoring, research and evaluation for analysis purposes by the regulator. In particular, as the carriers strive to maximize profits for their shareholders, the Commission must set specific constraints in the form of allowable rates of return on invested capital to investors when setting rates for telecommunications services.

The incumbent is responsible for all financial and accounting inputs and recommendations to the Commission's decisions regarding telecommunications issues. These include formal audits, analysis and forecast of revenues, impacts of rate restructuring, structural separation and pricing as well as expenses and costs of capital carriers, and control of their performance over time and in comparison with other telecommunications carriers.

The Director General is also responsible for evolving policies respecting revenue requirement principles as appropriate, establishing new costing methodologies to implement these revenue requirements, and developing policies and principles to investigate the financial impact of emerging technologies and services on telecommunications sectors in Canada.

The incumbent acts as a team leader for major projects which result in new principles and policies for the regulation of industry (e.g., Structural Separation Proceedings - BC Tel and Bell Canada - 1985 - the feasibility of implementing structural separation of the multi-line and data terminal business of these two carriers, and the appropriateness of applying a similar approach to other federally regulated carriers). Teams consist of economists, accountants, sociologists, statisticians, rating experts and lawyers.

With each carrier being among the most sophisticated companies in the world, even the seemingly straightforward matter of choosing an efficient means of auditing, or of elaborating a comprehensive accounting process tailored to each company, usually involves the Director General in introducing new and different methods and procedures.

The quality of advice and the nature of policy options proposed by the Director General and staff, directly affect the price structure for both residential and commercial subscriber rates permitted by telecommunications monopolies. The impact of the decisions is reflected in the price paid by individual Canadians and by small and large businesses. As the cost of communications takes on an ever-increasing proportion of the cost of doing business, it becomes clear that decisions affecting price structure directly influence the competitive edge of Canadian businesses in international markets.

A major challenge is to evolve new policies and procedures so that users of monopoly telecommunications services are not cross-subsidizing other ventures of the carriers, for the benefit of shareholders. This challenge is met by developing procedures for the ongoing review of intercorporate transactions between companies, including proper accounting and control of all transactions between the parent and subsidiary, or affiliated companies.

Another important responsibility is the approval of the appropriate allowed rate of return for telecommunications carriers. Included in this review, is a requirement for excellent knowledge of the capital markets in Canada and the United States to ensure that carriers are adequately but not overly compensated for the risks of providing services to subscribers.

The incumbent plays a major role in the review of cost inquiry reports as part of a specialized team, formed to convene proceedings to determine the necessity or appropriateness of providing certain competitive services through separate affiliates. Phase III of the report now being developed, will seek to ensure that common carriers, offering both monopoly and competitive services, do not cross-subsidize competitive services from monopoly revenues, at the expense of their monopoly subscribers and to the detriment of competitors. It will also provide the basis to reduce regulation, by enabling the Commission to rely on costing results in areas where there will be future competition.

The Director General is chairperson of regulatory hearings convened to discuss significant carrier/industry problems affecting strategic sectors of the Canadian economy, and has been appointed by the Commission under Section 81 of the National Transportation Act to preside over hearings such as Cost Inquiry Proceedings, Northwest Tel, CNCP, etc. The incumbent also serves as a member of the Branch Management Committee to provide comment, critical advice and expertise in the identification, development and implementation of plans, policies and techniques to improve Branch efficiency and effectiveness.

The Director General has frequent contact with Commissioners, especially during briefings of the Executive Committee, providing appropriate financial advice on the issues being discussed. Significant contacts outside the Commission include, senior officers of regulated carriers and other interested parties, e.g., consumer groups, other telecommunications carriers, federal, provincial and municipal governments and regulatory agencies, to exchange information and settle problems informally.

DIMENSIONS (Constant Dollars)

Department Person-years:	404
Subordinate Person-years:	18
Salary, operating and maintenance budget:	\$188,172

The size of the carriers under jurisdiction:

Annual Revenues	\$1.9 billion
Assets	\$5.4 billion

SPECIFIC ACCOUNTABILITIES

- 1 Directs the provision of timely and competent advice to the Commission regarding financial and costing implications of applications or decisions.
- 2 Manages multi-disciplinary teams assigned to specific proceedings through all preliminary and hearing phases up to and including the preparation of draft decisions for presentation to the Commission.

- 3 Provides, on a continuing basis, financial analyses and recommendations on major telecommunications and other issues to the supervisor and senior managers to guide them in their decisions.
- 4 Confers with senior executives of the telecommunications industry on a continuing basis, thereby maintaining a forum to deal effectively with emerging financial, industry and costing issues.
- 5 As a member of the Branch Management Committee, participates in the development and assessment of policy options and principles for the Branch, and provides guidance and direction in the implementation of financial and economic strategies.
- 6 Ensures the effective and efficient management of the Division by planning, directing and controlling the work.
- 7 Coordinates the work of the Branch with the work of other Branches and with Legal Services, to ensure that Commission decisions are accurate and consistent.

EVALUATION RATIONALE

Director General, Financial Analysis

KNOW-HOW

- F Extensive knowledge of the fields of economics, accounting and financial management as applied to the telecommunications industry in Canada and abroad.
- III Operational coordination of a staff of 18 engaged in analyzing the telecommunications industry in Canada, conducting major audits in industry, financial analysis of returns, of management investment and purchasing practices for developing policies, etc.
- 3 Successful achievement of objectives requires dealing with the industry, other government agencies and officials of the utility agency in other countries such as U.S.A.
- 608 High number reflects the expertise required to manage the analysis of a highly visible monopoly commercial sector.

PROBLEM-SOLVING/THINKING

- F Thinking within well-defined policies on telecommunications under the general direction of the Executive Director of Telecommunications.
- 4 Analytical and constructive thinking required for the determination of allowable rates of return, planning industry audits, establishing new policy options.
- (57) Higher percentage indicates thinking environment is very broad, with the requirement to directly advise the Chairman on issues that are complex.

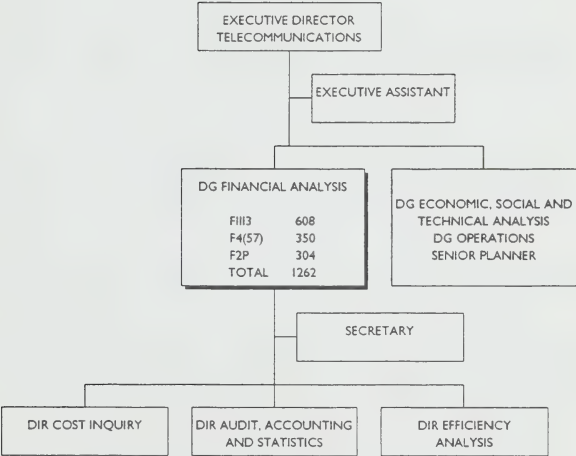
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Executive Director, Telecommunications, is subject to functional policies and goals.
- 2P The position has a primary impact on Division activities. The proxy selected to represent these activities is an annual budget of \$188,172 (Constant).
- 304 Middle number recognizes the impact that the position has on the telecommunications industry.

SUMMARY

FIII3	608	F4(57)	350	F2P	304	1262	P1
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: Q-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: Q-5-A

POSITION TITLE: Director General, Operational Policy and Planning

GENERAL ACCOUNTABILITY

Is accountable for directing the organization, development, implementation and coordination of all regional operations of the Board through the development, dissemination and maintenance of operational policies and procedures, and for ensuring the provision of computer systems services in support of the Board's operations.

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Executive Director. The others are: Director, Personnel, Finance and Administration and the Director, Research and Information.

Specific responsibility of the eight positions which report directly to the Director General are:

(Four) Directors, Regional Operations (Montreal, Toronto, Winnipeg, and Vancouver) (Staff of 251) is responsible for managing, directing and coordinating regional office operations in support of the Board's hearing of appeal and refugee cases: up to 2,000 appeal cases and 8,500 refugee cases per annum, distributed among the four regional offices.

Director, Refugee Hearing Officers (Staff of 6) is accountable for directing the development and implementation of policies and procedures for refugee case presentation; for monitoring Officer adherence to policies and procedures during the conduct of Board hearings.

Information Systems Manager (Staff of 2) is responsible for managing and controlling the day-to-day operations for the HQ computer systems; developing short- and long-term information system plans for the Board; providing technical advice; maintaining and troubleshooting the Board's information systems; ensuring that systems reports are obtained from regions for HQ monitoring and analysis.

Policy and Planning Officers (3) are responsible for establishing the Board's operational policies and procedures and the operational planning framework; establishing and monitoring performance standards for administrative systems; identifying operational problems and making recommendations for their solution.

NATURE AND SCOPE

The Immigration and Refugee Board (IRB) was created by Bill C-55 to provide for the conduct of hearings and make decisions on immigration appeals and refugee determination matters. The IRB, which consists of an Immigration Appeal Division and a Refugee Determination Division, is the largest independent administrative tribunal in Canada, consisting of up to 95 permanent, full-time Governor-in-Council appointees, augmented by up to 50 temporary, full-time members and as many part-time members as are required to handle fluctuating workload, organized within two divisions and located in four geographic regions.

Any local or regional discrepancy in procedures and processes for determining refugee status or hearing appeals may be perceived as inequitable and lead to appeals of the Board's decisions to the Federal Court. It is therefore essential that the entire country-wide operation be standardized.

The Director General, Operational Policy and Planning is responsible for the development of uniform operational policies, processes and procedures for use across the country and for ensuring that these policies and procedures are communicated to all concerned. He/she ensures that all Regional Directors are properly trained and that they in turn see that their staff receive appropriate training and development. Responsibilities include the development and implementation of reporting procedures and the necessary mechanisms for the continual monitoring of operations region by region, and the taking of remedial action to correct deviations from requirements. The Director General provides guidance, direction and advice to the Regional Directors by telephone, telex, letter and regular and ad hoc personal visits. He/she must mediate and resolve all conflicts or other problems that may arise between Regional Directors and Board members.

An important duty of the Director General is the monitoring of the Board's backlog of cases, and the direction and control of the Board's Master Hearing Schedule, which dictates which members will attend a given hearing, at a specific time and location. Scheduling problems arise because of illness or other unforeseen circumstances that make it necessary to use tact in persuading members (all of whom are Order-in-Council appointees) to divert to other locations on short notice. Monitoring of the total backlog must be done on a national basis and also by region and type of case. The scheduling of cases by Regional Directors must be controlled and coordinated to ensure that scheduling takes into consideration case type (some can be handled in chambers) and backlog relative to other types, and case "age" and fairness to appellants. The Director General will shift emphasis from region to region, as appropriate, in response to changes in the size of backlogs in the various geographic areas.

The Director General is responsible for the direction and integration of activities to provide a cohesive operation with adequate flexibility to meet changing problems and workload demands. He/she is required to optimize competing or conflicting goals or objectives and to maintain a balance that is reflective of Board priorities.

The Director General determines operational goals, objectives and priorities and the acceptability of plans and proposals relating to Board operations. He/she directs the development of national standards for Board hearings; allocates resources among the regions and monitors utilization of such resources; directs long-term planning for immigration appeals and refugee determination activities.

The Director General is responsible for the development and management of new national automated information systems to support and improve general administration, scheduling, case tracking, indices of precedents and other research data. From headquarters, he/she ensures the effective establishment and coordination of a decentralized, local area network system, and monitors its performance.

The major challenges of the position are the requirement to provide a national perspective to regional operations and to ensure that standards are maintained through communication of policies and monitoring of activities that are extremely sensitive and have a high public profile.

The Director General receives only broad general direction from the Executive Director and is expected to exercise innovative thinking in resolving operational problems.

Decisions made by the Director General have a direct bearing on the efficiency with which the Board handles cases, the problems facing individuals who must often wait for a hearing of their appeals, the costs incurred by the Government in providing for hearings as required by the Act, and the tone (favourable or unfavourable) of the publicity received by the Board and the Government in their handling of immigration and refugee matters.

The incumbent, as a member of the senior management team, must maintain contact with other executive levels of the Board, in order to recommend operational plans, policies, procedures and systems. There are frequent contacts with officials of central agencies to develop plans and negotiate resources.

DIMENSIONS (Constant Dollars)

Staff	265 person-years
Salary, operating and maintenance budget	\$5.8 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Coordinates all operations of the Immigration and Refugee Board, from a national perspective.
- 2 Develops, implements and manages a national automated information system to improve operational efficiency.
- 3 Ensures standardized treatment of refugee determination and immigration appeal cases by directing the development of operational policies and standards and ensuring their dissemination of the Regional offices.
- 4 Manages regional operations by planning, organizing, directing and controlling the work of four Regional Directors.
- 5 Participates as a member of the senior management team and takes part in Board meetings.
- 6 Provides for the ongoing management of the Board by acting for the Executive Director in his/her absence.

EVALUATION RATIONALE

Director General, Operational Policy and Planning

KNOW-HOW

- F Extensive knowledge of the Immigration Act and Regulations, the United Nations Convention on the Status of Refugees, and the laws and practices of foreign countries relative to immigrants and refugees. A sound knowledge of Immigration and Refugee Board Rules and Procedures, and a sound knowledge of the operations of quasi-judicial tribunals; of related central agency and departmental policies and procedures, and proficiency in administration of Board operations in four regional offices.
- III Operational management and coordination of the operation of Immigration and Refugee Board activities through a network of four Regional Offices. Conceptual management in the formulation and implementation of operational policies and procedures related to conduct of hearings on immigrant appeals and refugee determination cases.
- 3 Successful achievement of objectives requires directing and motivating staff and tactfully persuading Board members to divert to other locations on short notice in response to changing priorities.
- 528 Middle number reflects the expertise required to manage a tribunal dealing with noticeably different clientele and procedures.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and objectives, develops operational policies and procedures related to the conduct of hearings for immigrants and refugee claimants. Creates a favourable climate for understanding and cooperation with public groups so as to ensure efficiency and effectiveness in the conduct of Board Hearings.
- 4 Analytical and constructive thinking required in directing and controlling the Board's Mastery Hearing Schedule and in resolving inter-regional scheduling problems.
- (50) Lower percentage reflects the role of the position in providing operational support for hearings.

ACCOUNTABILITY/DECISION MAKING

- E Under general managerial direction from the Executive Director, develops operational policies and procedures and directs the operations of the Board; maintains some independence in devising and implementing specific programs and measures to ensure achievement of objectives.
- 3P The position has a primary impact on Board activities. The proxy selected to represent these activities is an operating budget of \$5.8 Mil, and a staff of 265.
- 264 Middle number reflects the impact of the supervisor's position on the latitude accorded to this position.

SUMMARY

FIII3 528

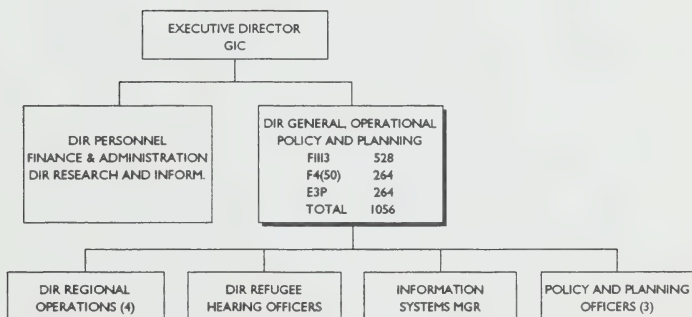
F4(50) 264

E3P 264

1056

0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: Q-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: Q-4-A

POSITION TITLE: Director, Financial Analysis

GENERAL ACCOUNTABILITY

Plans, organizes and directs the financial and statistical analysis necessary to the orderly regulation of the broadcasting industry in Canada.

ORGANIZATION STRUCTURE

This is one of two positions at the third level reporting to the Director General, Marketing, Ownership and Financial Analysis. The other is the Director, Marketing.

Specific functions of the positions reporting directly to the Director, Financial Analysis are:

Chief, Industry Statistics and Analysis (Staff of 3) is responsible for establishing and maintaining all of the necessary broadcast-related financial databases within the Commission so as to provide senior management and the Commissioners with timely financial information and statistics on the financial viability of individual licenses as well as the industry in general.

Senior Regional Financial Analyst (Staff of 5) plans, analyzes and directs the analysis of financial aspects of: (a) proposals to operate new broadcasting transmitting and receiving undertakings; (b) applications for the renewal or amendment of licenses; (c) existing licensee companies or related parent companies; conducts analyses of complex financial problems such as corporate divestitures; provides professional advice to the Commission of the financial implications for broadcasters of Commission policies, decisions and regulations; provides specialist financial advice into the development of plans and policies to promote and encourage the growth and improvement of the broadcasting industry both on a national, regional and local level.

NATURE AND SCOPE

The objective of the Commission is to encourage the implementation of the national broadcast policy through the regulation and supervision of the Canadian broadcasting system and to regulate rates and other aspects of the services offered by telecommunications carriers under federal jurisdiction.

The Commission is a public authority that is organizationally and legally independent of government departments. It does not require ministerial approval for its regulatory initiatives and reports to Parliament through the Minister of Communications. Broadcasting decisions and orders of the Commission are final and conclusive except that the issue, amendment, or renewal of any broadcasting licence may be set aside or referred back to the Commission for reconsideration by order of the Governor in Council.

The Director, Financial Analysis plays a major role in the Commission's decision making process in that he/she is the sole authority responsible for the financial evaluation of all proposals from the various broadcast entities (between 5,000 - 6,000) for new, renewed and amended broadcasting licences and rate applications submitted by applicants. In the analysis and evaluation process, the incumbent participates in the decision of whether or not to issue a new broadcasting licence. He/she must take into account whether or not the issuance of a licence would reduce the financial viability of existing broadcasters to such a degree that the quality of broadcasting in the area would suffer. Similarly, the incumbent determines whether proposals for new or increased programming, extensions of services, replacement or equipment, etc. are reasonable and affordable when compared with projected revenues to ensure broadcasters will be able to meet commitments without hindrance due to inadequate financing and in cable, without an undue burden to subscribers. The incumbent also reviews all submissions for cable, TV (CATV) increases, etc. and recommends to the Commission whether the request should be allowed in whole, partially, or be denied, based on comparative and financial analysis techniques, taking into account the economic need of the licensee.

Further, the Director, Financial Analysis is responsible in the decision-making process for all of the financial analysis of AM, FM, TV and CATV licence applications, problems, mergers, amalgamations, sales, purchases as well as assessing the financial policy implications of applications on the Industry in general.

As part of the financial analysis function of the Directorate, the Director sets up special audit teams to constantly review the financial and operating performance of all broadcasting entities: radio, TV, Cable, Pay TV, etc. with a view to ensuring adherence to CRTC policies, regulations and procedures. The incumbent and his/her staff are constantly in touch with licensees to ensure that generally accepted accounting principles have been consistently applied and to determine that management fees and indirect expenses are reasonable and just. Databases of confidential financial and other information on licensees are compiled, purged, and maintained on an up-to-date data basis at all times. This valuable information serves to keep the Commission abreast of the financial viability of licensees and the data is used to produce detailed financial summaries for individual broadcasting undertakings or aggregated information for the whole industry or segments thereof. The material is also used to prepare clarifying and debriefing material for Commissioners, to provide information to the Industry, the public and to Communications Canada for policy development.

The Director, Financial Analysis, directs and participates in the conduct of comprehensive studies and research in such fields as economic analyses of the Broadcasting Industry (e.g. economics in the past of the Industry in Canada, overall industry performance and growth) financial analyses of the Industry (e.g. in policy on the Industry), etc. The work of the Financial Analysis Branch involves an extensive planning and coordination role embracing the total range of evaluation, prioritization, control, and related development activities in relation to the Broadcasting Industry as a whole, as well as in particular instances, in Canada. Planning and coordination responsibilities are diverse, complex, and vital to the success of the Commission in meeting objectives related to the supervision, regulation, control and development of the Broadcasting Industry, as related to Branch responsibility fields.

The Director provides authoritative advice to the Director General, Marketing, Ownership and Financial Analysis, the Senior Management Committee, Commissioners and Senior Managers on program issues related to financial concerns for the Broadcasting sector. This advice includes the identification of future trends and developments and emerging issues that will require action by the Commission. The incumbent must also maintain an environmental

awareness and be fully concurrent with policy developments from other federal or provincial departments or agencies that will impact on the Commission's programs.

The incumbent has continuous contact with the Director General, Marketing, Ownership and Financial Analysis, the Executive Director, Corporate Management/Secretary General, Commissioners and senior Commission officials to advise on a multitude of financial issues with respect to assessing and evaluating the financial viability of all proposals for new or amended AM, FM, TV and Cable facilities. There is extensive interface with senior representatives of the broadcasting industry, other federal and provincial agencies, lobby groups, and other client groups to discuss financial issues and to ensure understanding and cooperation in meeting the requirements of Commission policies, programs and operations. The Director, Financial Analysis also liaises with Senior Managers within the CRTC on the financial implications in respect of applications. There is also a requirement to liaise with senior officials of other government departments (Communications Canada, Statistics Canada), and of provincial governments and for representational activities.

DIMENSIONS (Constant Dollars)

Staff:	11
Budget:	\$210,000

Broadcasting Sector

	<u>CBC & Private</u> <u>Total</u> (millions)
Operating Revenue	\$863
Operating Expense	\$943
Operating Profit	\$141
Pre-Tax Profit	\$ 50
Employees	37,783

SPECIFIC ACCOUNTABILITIES

- 1 Plans, organizes and directs the development and operation of a comprehensive analysis and assessment program concerning the financial viability of individual broadcasting licensees, corporations and the industry as a whole (Radio, TV, Cable, Specialty Services, etc.)
- 2 Provides the Commission with the necessary programmatic tools to control the orderly and efficient development of the broadcasting industry in Canada through a comprehensive program of assessment and analysis of applicant compliance to Commission financial policies.

- 3 Plans and develops meaningful and timely financial, economic and statistical information and analyses based on historical data and forecasts as to future (short term and long term) trends.
- 4 Provides the Director General, Marketing, Ownership and Financial Analysis, the Commissioners, and other senior Commission officials with expert advice on financial and economic matters and related issues.
- 5 Conducts ongoing financial compliance reviews of all Canadian broadcasting entities.
- 6 Reviews and assesses the financial and operating performance of Canadian broadcasting entities.
- 7 Coordinates Branch activities with those of the Directors of Marketing and Ownership on financial and other related issues.

EVALUATION RATIONALE

Director, Financial Analysis

KNOW HOW

- F Extensive knowledge and experience in statistical, economic and financial analysis particularly with structurally complex networks. Broad knowledge of the broadcasting industry, the mandate of the Commission and its decision-making process.
- II Coordination of comprehensive studies and evaluations of the Broadcast Industry which are an integral part of the Commission's decision making process.
- 3 The establishment of good interpersonal relationships is critical in dealing with senior executives in the Broadcast Industry and in providing advice to the Commission.
- 460 High number reflects the expertise required to manage the analyses of a complex highly visible commercial sector.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference to determine the process and methodology of studies.
- 4 Analytical and evaluative thinking is required to study and assess the financial, economic performance of the broadcast industry to ensure adherence to Commission policies and decisions.
- (50) The lower percentage reflects the relatively well defined objectives of the analyses conducted.

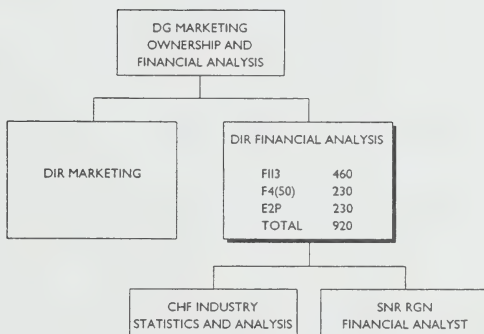
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Marketing, Ownership and Financial Analysis receives direction from well-defined objectives.
- 2P Primary impact on the Financial Analysis Unit as represented by an operating budget of \$210,000 (Constant).
- 230 Highest number reflects the latitude required to conduct comprehensive studies and reviews of the industry and the impact of the advice and recommendations on the revenues of the industry.

SUMMARY

FII3	460	F4(50)	230	E2P	230	920	0
------	-----	--------	-----	-----	-----	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: Q-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: R-5-A

POSITION TITLE: Executive Secretary

GENERAL ACCOUNTABILITY

Provides advice and guidance on the development and maintenance of an awareness of the political climate for policy development implementation, to the Commissioner and the Senior Management Committee (SMC). Is responsible for developing and implementing communications strategies and for managing executive correspondence.

ORGANIZATION STRUCTURE

This position is one of ten positions at the first level reporting to the Commissioner. The other nine are: Deputy Commissioner, Policy and Program Development; Assistant Commissioner, Policy Administrative and Services; five Regional Deputy Commissioners; Director General, Corporate Policy and Planning; and Inspector General.

Specific functions of the position reporting directly to the Executive Secretary are:

Director, Inmate Affairs (Staff of 4) is responsible for providing advice to Senior Management on significant matters pertaining to treatment, the redress system, and institutional affairs generally, and providing advice to the Commissioner on the resolution of these matters.

Director, Public Affairs (Staff of 6) is responsible for developing and implementing the Service's communication strategies, aimed at increasing public understanding and acceptance of its goals, practices and policies, and providing support to the Ministry Secretariat Communications Group on matters impacting on other agencies within the purview of the Minister.

Chief, Correspondence and Ministerial Liaison (Staff of 6) is responsible for coordinating, preparing and vetting all matters relating to the preparation of executive correspondence to the Commissioner, the Minister's Office, other Members of Parliament(s) and Assemblies, etc. This position is also responsible for transmitting and interpreting complex and delicate policy and political issues, and for the coordination or preparation of briefing documents for the Minister or his/her staff.

Chief, Administration (Staff of 7) is responsible for delivering and coordinating a full range of branch support services including resource allocation and control, executive correspondence tracking, timeliness and follow-up, and services to Commissioners' and Ministers' offices.

Special Assistant is responsible for ensuring the effective interlinkages of the major components of Policy and Program Development, Corporate Policy and Planning and Administrative Policy and Services, with the Executive Secretariat.

Administrative Assistant provides a full range of administrative and clerical support services to the Executive Secretary, the Senior Management Committee and Special Assistant.

NATURE AND SCOPE

Under the Solicitor General, the Service is responsible for administering sentences proposed by the courts and preparing offenders for their return as useful citizens to the community.

The Executive Secretariat carries out five major executive support programs for the Commissioner and Senior Management:

- Support and advice to the Commissioner and senior management on significant matters pertaining to the fundamental rights of institutionalized individuals;
- Developing and implementing communications strategies, while providing direction to the Corporate Communications Group of the Ministry Secretariat;
- Coordinating, preparing and vetting all executive correspondence to the Minister's office on complex and delicate policy issues;
- The provision of executive assistance to the Senior Management Committee in the areas of operational policy and program development;
- Coordinating all support services to the Commissioner's office including those activities listed above.

Within the highly operational Government agency, the Executive Secretary is responsible for ensuring the provision of timely operational policy advice to the Commissioner of the Service on matters of a particularly sensitive political nature. As a highly decentralized Federal agency providing a service to both the public at large and an institutionalized population, the Department operates from a headquarters in Ottawa and five regional offices. The effective operation of this decentralized Service is partly achieved through a Senior Management Committee composed of the Commissioner, the Deputy Commissioner, Policy and Program Development, the Assistant Commissioner, Administrative Policy and Services, and 5 regional Deputy Commissioners. As an advisory member of the Senior Management Committee, the Executive Secretary offers opinions, and has direct input into the decision-making process of the Department by providing advice to the Commissioner and the SMC.

The Executive Secretary also provides functional advice to the Executive Assistant of each (5) Regional Deputy Commissioners on general policy issues, with a particular emphasis on the communication of those policy issues to representatives from the media.

The Executive Secretary meets with the Minister's Chief of Staff and aides on a regular basis, to ensure that open lines of communication exist between the Minister and Commissioner's Office, and that adequate understanding is present on their part of departmental policies, operations, practices, especially in the light of the political context. In meeting with the Minister, the Executive Secretary offers direct policy advice. Within this function, the Executive Secretary is responsible for ensuring the preparation and coordination of briefing material for Parliamentary sessions and committees. There is a specific relationship to the Justice and Legal Affairs Committee for the Executive Secretary in that the latter is required

to take a lead role in ensuring that the Commissioner is fully apprised of and prepared to answer question from parliamentarians.

The Executive Secretary must also be prepared, with the assistance of the Director, Public Affairs, to take a lead role in advising the Commissioner on policy and strategies to deal with the various publics, including the media, and special interest lobbying groups. The consequence of unsound advice in this regard may result in a serious negative image on the Department and the Minister.

The Executive Secretary, through the Director, Institutional Affairs, must also assume full responsibility as the senior advisor to the Commissioner, on matters of redress and the most significant and politically sensitive complaints. The provision of this advice will result in the development of, continuance of, or change to the redress and complaint policy.

The Executive Secretary assumes full responsibility for all the Commissioner's executive correspondence, and for all correspondence from the Minister which is germane to the Department. Through this responsibility, the Executive Secretary will have a specific impact on the perception of the Minister and the Commissioner by the Canadian public, parliamentarians and special interest groups.

DIMENSIONS (Constant Dollars)

Number of departmental person-years:	10,700
Number of direct subordinate person-years:	29
Salary, operating and maintenance budget:	\$349,000

SPECIFIC ACCOUNTABILITIES

- 1 Provides advice and guidance on the development of an awareness of the political climate for policy matters.
- 2 Manages the redress system and institutional affairs function.
- 3 Develops and implements communications strategies.
- 4 Manages the executive correspondence between the Department and the Minister's office, other Members of Parliament and assemblies.
- 5 Manages the planning, schedule, agenda and records of the Senior Management Committee.
- 6 Provides effective interlinkage between the major components of the Department, the Minister's Chief of Staff, and others.

EVALUATION RATIONALE

Executive Secretary

KNOW-HOW

- F Extensive knowledge of departmental operations and programs with particular emphasis on parliamentary and ministerial liaison, public affairs and institutional grievances.
- III Coordination of the departments' liaison with Parliament, cabinet and public, and corporate coordination of the institutional redress process.
- 3 Successful achievement of objectives requires liaising with the Solicitor General's Office, Members of Parliament, departmental officials and with officials of private organizations.
- 528 Middle number reflects the skill and experience required to manage sensitive and complex issues.

PROBLEM-SOLVING/THINKING

- F Thinking is within broadly defined objectives laid out by the Commissioner and the Minister's office.
- 4 Analytical and constructive thinking is required in developing special communications strategies, in formulating solutions to grievances and in providing advice to the Commissioner.
- (50) Lower number indicates that a noticeable degree of guidance is available.

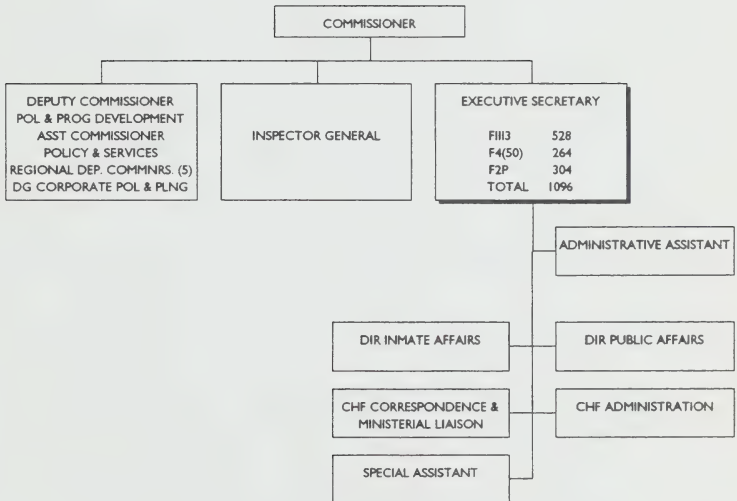
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Commissioner, operates under general direction provided by the Commissioner and the Minister's office to provide communications and liaison with Parliament, Ministers' offices, the public and institutionalized individuals.
- 2P The position has a primary impact on Secretariat activities. The proxy selected to represent these activities is a budget of \$349,000 (Constant).
- 304 Middle number reflects the amount of direction readily available and size of budget.

SUMMARY

FIII3	528	F4(50)	264	F2P	304	1096	A1
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: R-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: R-4-A

POSITION TITLE: Executive Director, Council Secretariat

GENERAL ACCOUNTABILITY

Is accountable to the Chairman and the Minister for the effective management, organization, planning and leadership of the Council Secretariat; and for the provision of policy analysis and advice required to implement Council's strategies, plans and activities.

ORGANIZATION STRUCTURE

This position is the only one reporting to the Chairman of the Council.

Specific functions of the positions reporting to the Executive Director are:

Director of Projects (Employment) and Director of Projects (Immigration) (Staff of 12) These two positions plan, organize, lead and carry out work for the production of advisory documentation for the Minister through working committees assigned to projects involving either Employment and/or Immigration.

Director of Research (Staff of 3) is responsible for the gathering of socio-economic intelligence required for the successful completion of projects initiated by the Minister and/or the Chairman and Members of the Council.

Director of Communications (Staff of 3) is responsible for all aspects of public information and communications on a national scale; and for writing and/or editing articles, manuscripts, texts and speeches.

Corporate Secretary (Staff of 2) is responsible for the coordination and provision of support services for the Council, including finance, administration and personnel.

NATURE AND SCOPE

The Council was established by Act of Parliament which states that the function of the Council is "to advise the Minister on all matters to which the powers, duties and functions of the Minister extend".

The Council constitutes a chairman and twenty-one members appointed by Order In Council who represent business, labour, and a variety of interest groups across Canada. In order to study issues, members form working committees, and provide the Chairman with reports and recommendations which are discussed in Council, and if approved, are conveyed to the Minister.

The Advisory Council represents a unique high level interface between Government and the private sector in the fields of employment and immigration. The results of Council deliberations have proven to be a determining factor in the resolution of politically and publicly sensitive issues. The Council has played a major role in developing a working partnership with business and communities. The Council in its work travels to communities across Canada, and obtains the views of a large variety of individuals from every sector, thus gaining a first hand awareness of Canadian society which enhances the relevance of its advice to the Minister.

The Council and its Secretariat are responsible for contributing to the attainment of the objectives and goals of the Government through the provision of advice concerning such issues as: "future immigration levels", "the problems of older workers", "the impact and implementation of the National Training Act", and "services to refugee claimants". The Executive Director, in the role of senior advisor to the Chairman and Council, must be conversant with diverse issues, both public and political, in order to ensure that projects are carried out in the most expeditious and efficient manner. The Executive Director must be continually aware of political, social, and economic trends and developments, and be capable of assessing the issues presented to Council for consideration. The position must determine which are relevant and of priority, and must ensure that the proper machinery is in place to provide effective support to working committees (communications and information services, research, financial support, and administration).

When a study is undertaken by a Council committee, a major challenge for the Executive Director is to ensure that the work maintains momentum and adheres to relevant positions. In this context, at times the incumbent must convince committee chairpersons to modify their approach. This can be very difficult as often there are vested interests and differences of opinion as to methodology in approaching a specific issue.

The Executive Director must be continually aware that aside from a small staff, Council members are not public servants and are not subject to the same bureaucratic constraints and restraints. These individuals are from all walks of life, from presidents of corporations to representatives of labour organizations. Therefore, when differences of opinion arise and the Executive Director must mediate and/or resolve an impasse, he/she by necessity, is required to persuade and ultimately gain the agreement of all concerned.

The Executive Director must often take action without reference to the Chairman and in this respect is, in fact, the Chairman's "alter-ego" with all the authority to act in his/her place. The Chairman is appointed on a part-time basis and is, therefore, only available at certain times. The Executive Director is expected to be continually in contact with Deputy Ministers and Assistant Deputy Ministers of other departments and agencies, presidents and vice-presidents of corporations, officials of labour organizations and representatives of special interest groups to discuss the initiation of projects, and their scope; to resolve any problem which may present itself during the course of a study and to discuss the results and recommendations in order to gain some insight of their opinion.

DIMENSIONS

Subordinate Staff Years

22

Salary, operating and maintenance budget

\$255,754 (Constant)

SPECIFIC ACCOUNTABILITIES

- 1 Plans, organizes, and directs the work of the Advisory Council in order that quality advice be given to the Minister.
- 2 Provides an effective communications link between Government and the people of Canada.
- 3 Provides socio/economic related intelligence to permit sound study practices respecting working group projects.
- 4 Directs economic evaluations and studies to help meet specific project needs.
- 5 Represents the Council, as required, at meetings with departments and agencies, provincial governments, non-governmental organizations and private industry.
- 6 Manages the Council Secretariat.
- 7 Acts as alter-ego to the Chairman to ensure continuity in the functioning of the Council.

EVALUATION RATIONALE

Executive Director, Council Secretariat

KNOW-HOW

- F Extensive knowledge of social and economic conditions in Canada, and world-wide legislation and policies concerning employment and immigration, and of the views of Canadians on recommendations and advice, to the Chairman and Minister.
- II Both operational and conceptual coordination of the Council's activities involved with the provision of Ministerial advisory services on Canada's employment and immigration policies.
- 3 Successful achievement of objectives requires the incumbent to work effectively with Canadian business, labour and other interest groups.
- 460 Highest number reflects the expertise required to manage highly specialized personnel engaged in socio-economic research.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined objectives, the position is required to provide the Chairman and Minister with the views and attitudes of Canadians on employment and immigration policies.
- 4 Evaluative and constructive thinking is required to arrive at recommendations and/or solutions to problems which clearly express the views of Canadians.
- (50) Lower percentage is consistent with the guidance available from the Chairman.

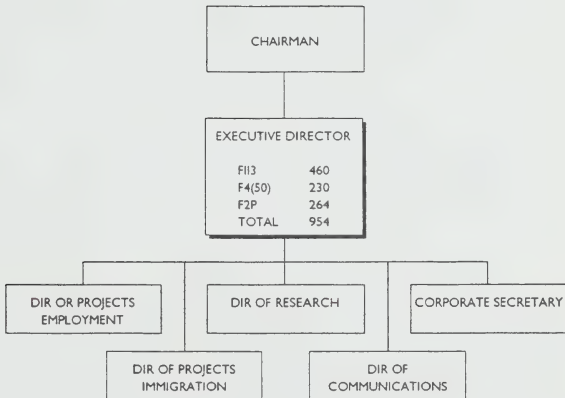
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Chairman of the Council is subject to broadly defined policy and direction in supporting the Council and proving continuity to its activities.
- 2P The position has a primary impact on Council's operations. The proxy selected to represent these operations is an operating budget of \$255,754 (Constant).
- 264 Lowest number reflects the scope of the position is limited to management of studies.

SUMMARY

FII3 460	F4(50) 230	F2P 264	954	A1
----------	------------	---------	-----	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: R-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: R-4-B

POSITION TITLE: Corporate Secretary

GENERAL ACCOUNTABILITY

Is responsible for providing overall direction, co-ordination and control in regard to guidelines, procedures and processes related to submissions for information or decisions which are presented to departmental committees and the Minister, and communicating the resulting decisions within the Department; acts as custodian of the Corporate seal; co-ordinates and controls the minute books, cabinet documents, memoranda of understanding and other records; acts as Privacy co-ordinator and as focal point for matters and activities related to Access to Information; is responsible for the preparation of all Ministerial and Deputy Ministerial correspondence, the departmental co-ordination of translation and official language complaints, and undertakes special assignments on behalf of the Deputy Minister.

ORGANIZATION

This is one of seven positions at the second level reporting directly to the Assistant Deputy Minister, Corporate Policy and Planning. The other six are: Director General, Planning and Program Development; Director General, Policy and Evaluation; Director, Parliamentary and Cabinet Affairs and Co-ordination; Director, Internal Audit; Director, Increased Ministerial Authority and Accountability Project; Trade Negotiation Officer.

Specific functions of the positions reporting to the Corporate Secretary are:

Manager, Access to Information and Privacy (Staff of 5) plans and administers programs and advisory services to ensure compliance with the terms of the Human Rights Act, Access to Information Act legislation; established procedures and co-ordinates the control of federal information banks; establishes and maintains effective communication with officials of the Department, other departments and agencies and participates actively in setting up committees pertaining to Access to Information and Privacy legislation; evaluates and assesses the impact on the Department of Access to Information and Privacy Legislation; organizes training and other educational programs throughout the Department.

Assistant Corporate Secretary (Staff of 4) plans, organizes and directs the operations, and controls all internal communications between the Minister's and Deputy Minister's Offices as far as the departmental management committees are concerned; co-ordinates all material for Ministers' meetings, prepares planning calendars and agendas; establishes, maintains and operates an effective and efficient DMC Min/DM and Cabinet Document computerized tracking system; acts as designated Cabinet Document control officer on behalf of the Department; develops and maintains effective working relationship with senior officials within the Department and Central Agencies in order to provide or receive information concerning meetings and committees; manages the support services within the office of the Corporate Secretary and the Deputy Minister's Office.

Ministerial Support Staff (Staff of 12) provides administrative support services to the Minister's office.

Manager, Ministerial Correspondence/Translation Co-ordination and Official Languages Complaints (Staff of 13) writes, edits, reviews and approves précis and correspondence for the Minister's or Deputy Minister's signature for forwarding to the public, other Ministers, Members of Parliament, Government officials and the private sector; co-ordinates replies which require multi-agency input; performs editorial work for other branches or sectors of the Department; responsible for translation co-ordination and official languages complaints; maintains an effective and efficient Ministerial correspondence tracking system.

NATURE AND SCOPE

The Department is a common service agency providing support to the government as a whole through the effective management of a wide range of essential services.

In fulfilling its role, the Department serves its customers, suppliers, and the Canadian taxpayers. To customer departments and agencies, the Department has a responsibility to demonstrate sensitivity and responsiveness to their needs and requirements. To suppliers, the Department must provide fair and equal opportunity for business to compete for government work. In meeting these objectives, the Department is accountable to Parliament and taxpayers for the judicious and effective expenditure of public monies by ensuring the prudence and probity of all aspects of these common service functions.

The Corporate Secretary, as secretary to the departmental management committees, contributes to the corporate cohesiveness of programs and activities. The position is responsible for providing overall direction and control in regard to guidelines, procedures and processes by which submissions for information or decisions are made to departmental committees and to Cabinet and the resulting decisions are communicated within the Department.

As required by law, all minute books, by-laws, resolutions and all other official records for the Department must be maintained. The Corporate Secretary acts as custodian of these official records and also of the Corporate seal, and certifies copies of all official documents of the department.

The position is designated the Access to Information Co-ordinator for the Department. Delegation of authority to approve recommendations for non-disclosure is limited to the Corporate Secretary who is also responsible for the establishment and management of a centralized administrative system. The incumbent is responsible for the provision of advice to managers at all levels in the interpretation of the Access to Information Act, as it relates to access requests. One of the major challenges of this position is to provide managers with advice on cases involving the release of third party information which may fall within the exemption set out in Section 20 of the Act, and on cases involving the release of information which might compromise the Department's position in negotiations with suppliers.

The Corporate Secretary is also the designated Privacy Co-ordinator for the Department and is responsible for overseeing the administration within the Department of the Privacy Act. This includes the co-ordination relating to formal requests for access to personal information, for providing reports as required by Treasury Board, and for other administrative responsibilities as prescribed by the regulations.

The Corporate Secretary is responsible for all departmental correspondence prepared for the Minister's signature. The Ministerial Correspondence Office is thus in constant liaison with the Ministers' Office, to explain or clarify requirements, as well as to obtain relevant facts sufficient for the Ministerial Correspondence Office writers to respond fully to the points raised by the author of the correspondence. The office ensures a consistency in quality, timeliness and responsiveness to ministerial direction, while providing consistent and accurate interpretation of departmental policy/position vis-à-vis the public, Cabinet colleagues, Members of Parliament and other levels of government.

The Corporate Secretary is also responsible for the provision of answers to complaints lodged against the Department by the Office of the Commissioner of Official Languages (COL).

DIMENSIONS (Constant Dollars)

Staff	35 Person-Years
Salary, operating and maintenance budget	\$367,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the maintenance of all official records for the Department, including minute books, Cabinet documents and decisions, Treasury Board submissions and decisions, Order in Council submissions and decisions, Memoranda of Understanding; acts as custodian of the Corporate Seal of the Department and all official departmental records, and keeps Cabinet Documents and Cabinet Records of Decision on behalf of the Department.
- 2 Acts as Privacy Co-ordinator and as the focal point for matters and activities relating to Access to Information.
- 3 Acts as the focal point for the preparation of all Ministerial/ Deputy Ministerial correspondence.
- 4 Ensures the application of the "Responsibilities of Departments" section of the Translation Bureau Regulations within the Department, and provides satisfactory answers to complaints lodged against the Department by the Office of the Commissioner of Official Languages.
- 5 Disseminates guidelines and procedures on the decision-making process and recommends changes to the decision-making process within the Department.
- 6 Recommends the agenda for all meetings of committees, provides material and research on past decisions as appropriate, arranges for the distribution of meeting materials, the

recording of proceedings and decisions, the communication of decisions and the follow-up to ensure action on decisions, and reports to management on decisions not yet implemented.

- 7 Advises on requirements for submissions and reports to committees and on the form and content of submission, and the process required for approval; determines the acceptability and routing of all submissions.
- 8 Co-ordinates the translation, printing and transmittal of Cabinet submissions, with appropriate copies to Treasury Board and Finance Briefing Officers.

EVALUATION RATIONALE

Corporate Secretary

KNOW-HOW

- F Extensive knowledge of departmental delivery functions including policies and procedures; of Privacy and Access to Information legislation, policy and processes, and of Parliamentary affairs and procedures.
- II Department wide co-ordination of corporate level decision making processes and Privacy and Access to Information legislation.
- 3 Successful achievement of objectives requires the incumbent to influence and convince senior management of recommendations.
- 460 High number reflects the size and complexity of the department, and its frequent interface with central agencies, senior management and ministers' staff.

PROBLEM-SOLVING/THINKING

- E Thinking within clearly defined policies and objectives in developing guidelines, procedures and processes by which submission for information or decision are made to departmental committees and to Cabinet.
- 4 Analytical and constructive thinking is required in recommending courses of action relating to Information and Privacy legislation and the department's decision making process.
- (43) Lower percentage is consistent with the prescriptive legislation available as source of guidance.

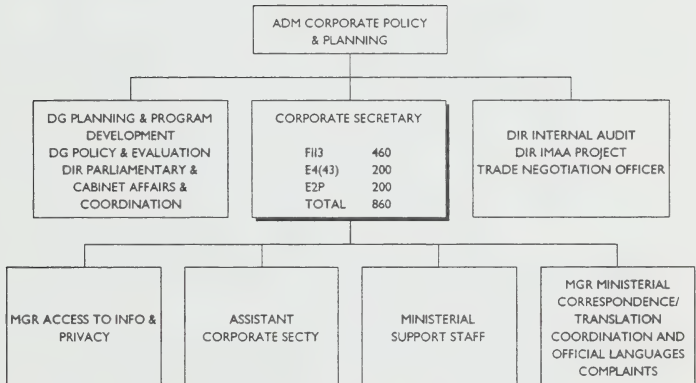
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the ADM, Corporate Policy and Planning, acts within general direction in controlling the decision making process in a large and complex department.
- 2P The position has a primary impact on Secretariat activities. The proxy selected to represent these activities is an operating budget of \$367,000 (Constant).
- 200 Middle number is consistent with operating policies and processes that are well defined and the size of budget.

SUMMARY

FII3 460	E4(43) 200	E2P 200	860	0
----------	------------	---------	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: R-4-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SA-10-A

POSITION TITLE: Assistant Deputy Minister, Conservation & Protection

GENERAL ACCOUNTABILITY

Is accountable for the formulation of federal policies, objectives, and priorities to ensure the effective management, conservation and use of lands, water and wildlife in Canada, and the protection of the Canadian environment consistent with economic development.

ORGANIZATION STRUCTURE

This is one of five positions at the first level reporting to the Deputy Minister. The other four are: ADM Parks; ADM Atmospheric Environment Service; ADM Planning; and ADM Finance and Administration.

Reporting directly to this position are 11 positions as follow:

Director General, Inland Waters/Lands (Staff of 633) plans and manages national and international water management programs.

Director General, Environmental Protection (Staff of 313) plans and manages national environmental protection policies and regulations.

Director General, Canadian Wildlife Service (Staff of 81) plans and manages all federal, national and international responsibilities for wildlife, particularly endangered species and migratory birds.

Director, Policy (Staff of 20) develops, interprets and evaluates policies and identifies priorities for conservation and protection resource management and environmental protection programs and for environmental issues facing Canada.

Comptroller (Staff of 134) controls and directs financial and administration operations and planning activities to ensure appropriate application, compliance and enforcement of departmental plans, regulations and objectives.

Director, Personnel (Staff of 31) provides all personnel services at headquarters for the group.

(Five) Regional Directors General (Staff of 1297) Atlantic, Quebec, Ontario, Western & Northern and Pacific & Yukon Regions) are responsible for the effective and efficient delivery of environmental protection programs, inland waters, lands and wildlife and related support services in the Regions; participating in the development of priorities and plans as members of the management board, and coordinating, as members or chairpersons of the regional management team, departmental activities from a corporate point of view, in the Regions.

NATURE AND SCOPE

The ADM Conservation and Protection is responsible for the direction of one of the three major operating entities of the Department that is concerned with the administration of federal policies and programs on lands, water, wildlife conservation and development, and environmental protection. The policies and programs for which the ADM is responsible are developed to discharge, directly, the terms of nine federal Acts, and to contribute substantially to the administration of twelve other Acts, impacting on or partly administered by Conservation and Protection.

Conservation and Protection is a technical and scientific operation consisting of a Headquarters and Regional Directors General having Directors of Wildlife, Water/Lands and Environmental Protection reporting to them in each of five regions and having sub-offices located in some 30 centres across Canada. The organization also includes five major national research institutes in water, wildlife and environmental protection. The activities range from research to scientific data collection to developing guidelines and regulations to compliance enforcement, and to direct management activities (e.g. licensing hunting of migratory birds, regulating levels of boundary waters such as the Great Lakes) and coordination of responses to environmental emergencies. The ADM is the senior federal government spokesperson and coordinator in the environmental conservation and protection fields. This is achieved through chairing federal interdepartmental committees. For example, the ADM chairs, by Cabinet decision, the interdepartmental committees on water, on land and on toxic chemicals and federal/provincial committees such as The Federal/Provincial Wildlife Deputies Committees (East and West) and the Prairie Provinces Water Board. DG's chair other federal and federal/provincial committees to plan and coordinate work on lands, water, wildlife, and environmental protection matters.

The position is part of the senior corporate level of management in the Department and within the Department the ADM is expected to contribute directly to overall policies and management through membership on the Executive Committee. The ADM is also expected to represent the policies and programs of the Government in these major areas to specialist and public meetings, Standing Committees of the House of Commons, the press, etc.

The position is required to play a leadership role in obtaining departmental, interdepartmental, international, provincial and public agreement to recognize environmental and resource management problems and to support actions or proposals to solve these problems. The major challenges of the position are a lack of clear federal constitutional authority in the environmental field and conflicting federal/provincial jurisdictions and roles; complexity of the environment and environmental problems; conflict between economic interests, resource development and environmental concerns; impact of environmental initiatives and problems on other countries, other government departments, provinces, industry and the public; high public interest, public and media pressures. The incumbent is responsible for directing the design and implementation of national programs to meet approved policies and objectives; managing national programs of research, data collection and technology transfer; and promoting the environmental protection ethic by obtaining departmental, interdepartmental, international, provincial and public agreement, cooperation and participation in the development and implementation of policies, plans, programs and activities designed to protect the environment.

The work of the ADM is assigned by the Deputy Minister in the broadest of terms. Within the framework of departmental objectives and programs, the ADM has complete freedom in making decisions on the composition of programs and the allocation of resources assigned, subject to meeting the responsibilities and goals agreed to with the Deputy Minister. Proposed changes in policies and major changes in program thrusts or organization require the Deputy Minister's approval.

The ADM frequently represents the Department and the Service in international fora in the negotiating, information exchange or advocacy roles; by appearing before parliamentary committees and task forces to inform members and respond to queries; at interdepartmental, intergovernmental and interagency committees, task forces and meetings to negotiate, inform or advocate; at government-industry meetings to exchange viewpoints and positions; at meetings with representatives of public interest groups to listen to their views and explain departmental policies and programs; at briefings with the media on environmental protection and resource management matters.

The ADM occasionally heads, or is a member of Canadian Delegations to international meetings.

DIMENSIONS (Constant Dollars)

Staff	2,512
Salary, operating and maintenance budget	\$35.2 Mil
Capital	\$3.5 Mil
G&C	\$54.8 Mil

This position is responsible for managing Capital and Grants and Contribution funds which require extensive negotiation and evaluation of projects and/or research where the provincial governments or other parties provide equal or partial additional funding; e.g. Canada Water Act Agreements.

SPECIFIC ACCOUNTABILITIES

- 1 Promotes the sound management and development of Canada's water and land resources, migratory bird management, threatened and endangered species, and other national and international wildlife issues by formulating related departmental objectives and programs.
- 2 Oversees the development of related legislation to ensure that the federal government carries out its responsibilities for protection of the environment in a manner consistent with national policy.
- 3 Maintains good relations and consultations with, and ensures the dissemination of information on the status of environmental quality to the public at large, the governmental community at all levels, and the specialized and international interest groups involved to identify priorities and the best solutions to problems.

- 4 Negotiates formal and informal agreements with other Departments, Provincial and U.S. government agencies and organizations which have associated responsibilities or interests in environmental protection, lands, water and wildlife to protect Canadian and federal interests and ensure cooperation and coordination of efforts.
- 5 Manages the human and financial resources assigned to Conservation and Protection to ensure effective and efficient operations and to meet the Government's goals of increased accountability and streamlined program delivery to the public.

EVALUATION RATIONALE

ADM, Conservation and Protection

KNOW-HOW

- G Mastery of environmental conservation and protection issues and disciplines. Recognized competence in the understanding/application of the principles and practices of a wide range of highly scientific and technical subject areas (i.e.: biology, engineering, etc.) and associated legislation, policy formulation, resource allocations and planning techniques.
- IV Coordination and policy formulation for a broad range of departmental programs including water, wildlife, lands, environmental protection, associated research/development and technology transfer, legislation regulation and enforcement, and environmental emergency response.
- 3 Successful achievement of objectives requires advocating environmental issues nationally and internationally in a variety of fora and motivating a large multidisciplinary staff of over 2,500.
- 1056 Highest number chosen to reflect the tendency to accept mastery of conservation and protection integrated issues/disciplines and a strong IV and 3 as departmental spokesperson on a variety of highly politically sensitive issues under close public scrutiny.

PROBLEM-SOLVING/THINKING

- G Thinking guided by government philosophy, public participation and awareness and the parameters outlined by current scientific research in a wide variety of fields. General guidance and abstract direction received from senior most management in terms of long range goals for the health of the Canadian environment.
- 4 New concepts and imaginative approaches are expected. The incumbent identifies associated problems, analyzes proposed solutions and chooses the solutions made in concert with the concepts of conservation and protection and Canadian economic interests.
- (66) Higher percentage indicates the necessity to amalgamate changing government philosophy and direction with emerging or proposed scientific findings and research. The thinking challenge 4 tends to the uncharted due to the complexity and high public profile relating to environment issues and associated emergency responses.

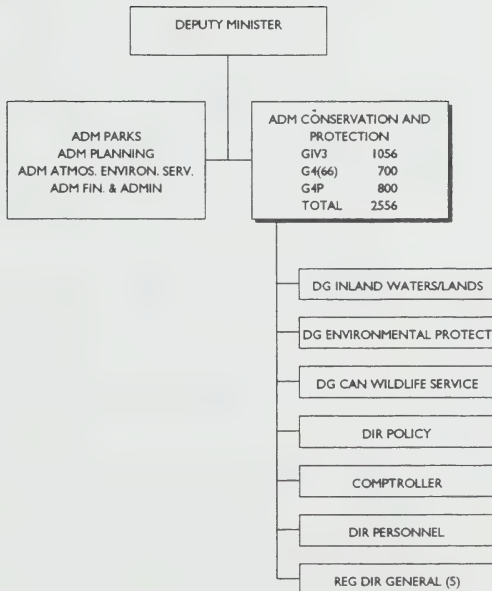
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, acts, subject to very broad guidance, on developing necessary legislation, objectives, priorities and programs, to ensure effective management, conservation, protection and use of lands, water, and wildlife in Canada and the general protection of the environment as a whole.
- 4P The position has a primary impact on a national program. The proxy selected to represent this program is an operating budget of \$35.2 million (Constant). There is also a grants and contributions budget of \$54.8 million (Constant) and a staff of over 2,500 employees.
- 800 Middle number reflects the solid nature of the freedom to act with recognition of the associated dollar and human resources impact of both the primary and contributory roles.

SUMMARY

GIV3 1056	G4(66) 700	G4P 800	2556	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SA-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SA-9-A

POSITION TITLE: Assistant Deputy Minister, Northern Affairs Program

GENERAL ACCOUNTABILITY

Is accountable for effectively integrating and managing the northern responsibilities of the Department for northern resource management, environmental protection, economic and political development, science and coordination and for implementing the policies for the political, economic and social development of the North.

ORGANIZATION STRUCTURE

This is one of nineteen positions at the first level reporting to the Deputy Minister. The other eighteen positions are: Associate Deputy Minister; ADM Indian Services; ADM Self-Government; ADM Economic Development; ADM Lands Revenues and Trusts; ADM Finance and Professional Service; DG Executive Services; DG Communications and Human Resources; Regional Directors General, Yukon; and Northwest Territories; eight Regional Directors of the Indian and Inuit Program.

Six positions report directly to the ADM, Northern Affairs:

Director General, Yukon Region; Director General, Northwest Territories Region (Staff in YT of 216 and NWT of 173) direct the implementation and field administration of acts, regulations, policies and programs for northern renewable and non-renewable resource management and environmental protection.

Director General, Constitutional Development and Strategic Planning (Staff of 82) develops federal policies, strategies and programs for the political, cultural, and social and economic development of the North, and for the safeguarding of Canada's enduring federal interests.

Director General, Natural Resources and Economic Development (Staff of 99) develops and implements federal policies, legislation, strategies and plans for the wise management of northern natural resources, and for the promotion of economic development.

Director, Planning and Support (Staff of 14) provides executive and administrative support services in financial reporting, administration and control.

Executive Assistant (Staff of 3) provides timely and effective executive support services including management of correspondence and briefing processes.

NATURE AND SCOPE

The Department's activities are highly diversified and dynamic. They involve issues that are provincial, national and international in scope and which are spread throughout several different sectors - the Northern Affairs Program, Canada Oil and Gas Lands Administration, Land Claims and Indian Services. The questions of political development, land claims, economic development and sovereignty enhancement are interrelated in terms of impacts and timing, making for a complex environment. The ADM is the senior official responsible for coordinating the department's northern programs and activities. Moreover, the incumbent must encourage the numerous federal departments active in the North to discharge their mandates in accordance with the federal government's northern policy. The ADM conducts high-level and sensitive negotiations with senior management in other departments and central agencies to ensure that federal activities in the North are well-coordinated.

The major goal of the ADM is to implement the government's policy on northern political development. The northern political landscape is rapidly evolving. As increasing levels of responsible government are achieved, program responsibilities are transferred and new approaches to government are emerging. The position requires the advocacy of strengthened responsible and accountable northern governments, the settlement of land claims, and the development of public government institutions compatible with the rights and interests of aboriginal people.

Central to this approach is the transfer of the department's programs to the territorial governments (according to their schedule), to other federal departments or to outside agencies.

The ADM administers the legislative responsibilities of the Minister. This includes the Yukon and Northwest Territories Acts and 15 pieces of provincial-type resource management and environmental protection legislation, including a diversity of regulations. The incumbent is responsible, until programs are transferred, for the wise management of the North's land, forest, water, mineral and oil and gas resources, for promoting appropriate land use planning, for the protection of the sensitive northern environment, and for the maintenance of an efficient and fair regulatory regime for onshore and offshore activities, including major resource development projects. For oil and gas resources, the regulatory regime is managed by the Canada Oil and Gas Lands Administration and the ADM provides policy direction.

The incumbent promotes diversified and environmentally-sound economic development in the North. The northern economy is largely dependent on natural resources and international markets. It is characterized by a small population, great distances, a growing labour force, shortages of skilled workers, and difficult conditions. The incumbent seeks to further develop the northern economy through sound management of the resource sectors, effective use of the federal-territorial economic development agreements and other small loan/grant programs. The incumbent also supports the native economy through cooperation with the territorial governments, the appropriate construction and reconstruction of northern roads, as well as by developing a positive climate for investment and seeking to maximize northern benefits from development.

The ADM ensures that the delivery of the department's programs and services to Indian people is coordinated with the Northern Affairs programs, and that it respects the unique northern circumstances as well as the government's other northern policies. The incumbent also ensures that northern policy considerations are brought to bear in the settlement of native land claims.

The incumbent is responsible for managing programs in a number of other fields: the encouragement of international cooperation on northern issues, particularly regarding science with other circumpolar countries, contributing to the enhancement of Canadian sovereignty in the Arctic, the management of federal-territorial fiscal relations which includes almost \$200 million in transfer payments to the territorial governments, encouragement of northern scientific activities and research, and support to Inuit development.

The major challenges for the ADM include the transfer of provincial-type programs to the territorial governments, transfers to other federal departments or outside agencies, and providing assistance in the settlement of land claims. These must be accomplished in ways that best serve northerners and Canadians in general and which ensure fair treatment for employees. In the interim, the ongoing responsibilities of the department must be discharged in a highly complex environment marked by assertive territorial governments and native organizations and difficult economic circumstances.

DIMENSIONS (Constant Dollars)

Staff:	593 person-years
Salary, operating and maintenance budget	\$8,302,000
Capital	\$ 5,107,526
Grants & Contributions	\$ 8,870,967
Transfer Payments:	\$187.3 Mil
Revenues	\$4.2 Mil (includes COGLA)

SPECIFIC ACCOUNTABILITIES

- 1 Manages the dissolution of the Northern Affairs Program through the transfer of programs, over time, to territorial governments, other federal departments, or outside agencies.
- 2 Promotes sustainable, environmentally-sound and diversified economic development.
- 3 Promotes strengthened responsible and accountable northern governments.
- 4 Promotes the settlement of native land claims and ensures the protection of federal interests and northern rights in these processes.
- 5 Ensures the effective management of oil and gas, mineral, water, forest, and land resources and the protection of the northern environment.

EVALUATION RATIONALE

ADM, Northern Affairs Program

KNOW-HOW

- G Mastery of all functions pertaining to the Northern Affairs Program as well as federal and territorial governments legislation, policies and objectives; an in depth knowledge of the goals and operations of the governments of the Yukon and Northwest Territories, problems and agreements related to circumpolar issues involving the governments of Canada, USA, USSR and Greenland, e.g., exploration, pipelines, economic and environmental concerns.
- IV Coordination and management of all activities for Northern Affairs such as social, cultural, political, renewable and non-renewable resources. Conceptual management in policy and program formulation.
- 3 Successful achievement of objectives requires directing and advising senior staff in negotiating formal and informal agreements with other departments, governments and organizations which have interests to ensure that activities are consistent with federal objectives.
- 920 Middle number reflects the requirement for broad knowledge of legislation and a variety of programs to coordinate complex issues dealing with the Canadian North.

PROBLEM-SOLVING/THINKING

- G Thinking within general policies, principles and goals, administers a highly diversified and dynamic program with involvement in issues at the national and international level. Recent major developments in the critical areas of native land claims, hydrocarbon exploration, transportation, constitutional, economic and social development in Canada's North necessitate careful analysis and evaluation of previously established northern objectives, strategies and policies.
- 4 Evaluative and constructive thinking inherent in making recommendations on the continued relevance of broad policy objectives in view of changing attitudes and priorities. These recommendations are formulated through sensitive consultations with such groups as native organizations, industry, conservation groups and government organizations.
- (66) Higher percentage reflects the innovative solutions to existing problems.

ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, is subject to general guidance from senior management in administering the Northern Affairs program. Assists in Northern federal policy formulation by providing advice to the Minister on substantive issues.
- 3P The position has a primary impact on program end results. The proxy selected to represent these results is an operating budget of \$8.3 Mil (Constant).
- 700 High number reflects a high degree of latitude in managing the Northern program and a moderate operating budget.

SUMMARY

GIV3 920

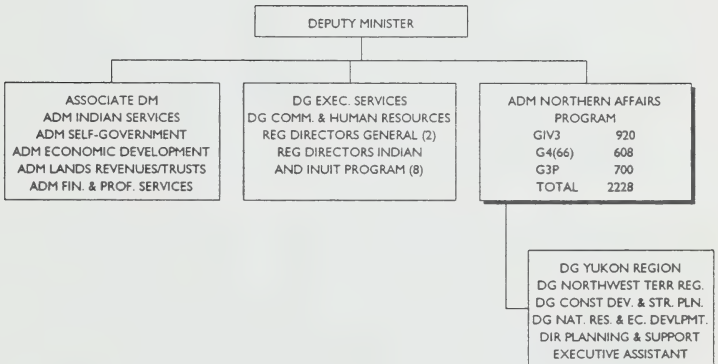
G4(66) 608

G3P 700

2228

A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SA-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SA-8-A

POSITION TITLE: Director General, Drugs

GENERAL ACCOUNTABILITY

Is accountable for the planning, direction and management of a program to ensure that drugs for human use are safe and effective; that drugs for veterinary use are effective and do not cause harmful residues in foods; that drugs subject to abuse are controlled; and that cosmetics are not harmful.

ORGANIZATIONAL STRUCTURE

This is one of six positions at the second level reporting to the Assistant Deputy Minister, Health Protection. The others are Directors General of Environmental Health; Field Operations; Food; and Laboratory Centre for Disease Control and a Director, Central Services.

Specific functions of the positions reporting to the Director General, Drugs are:

Director, Bureau of Human Prescription Drugs (Staff of 100) manages physicians, scientists and support staff in pharmacology, toxicology and therapeutics in the premarket evaluation of all new prescription drugs sold in Canada.

Director, Bureau of Veterinary Drugs (Staff of 30) manages veterinarians, biologists and support staff in evaluating the effectiveness of drugs for use in animals and their safety when used in food-producing animals.

Director, Bureau of Nonprescription Drugs (Staff of 38) is responsible for ensuring that unlicensed products are safe, effective and advertised and presented in an informative manner, that cosmetics are safe, and for the pre- and post-market evaluation of non-prescription drugs.

Director, Bureau of Dangerous Drugs (Staff of 124) is responsible for a national program to ensure that drugs with a potential for abuse are controlled to prevent diversion from the licit market and that the departmental administrative responsibilities under the Narcotic Control Act and Regulations and of the Food and Drugs Act and Regulations are satisfactorily discharged.

Director, Bureau of Biologics (Staff of 55) is responsible for the assurance of the safety and effectiveness of drugs derived from biological origins such as vaccines, toxoids and blood products which require exceptional degrees of control.

Director, Bureau of Drug Research (Staff of 81) is responsible for the provision of scientific information concerning the identity, quality and effects on users of drugs, cosmetics and ancillary substances.

Director, Bureau of Drug Quality (Staff of 15) is responsible for the provision of information to provincial governments and purchasing agents concerning the quality of all drugs used in provincial drug formularies.

Senior Consultant, Pharmacy is responsible for providing information on the practice of pharmacy in all provinces as well as any proposed new regulations under the provincial pharmacy acts to ensure coordination with federal drug control programs.

Chief, Drug Regulatory Affairs (Staff of 5) is responsible for ensuring that regulatory changes are enacted in accordance with policies.

Chief, Drug Statistics and Computer Services (Staff of 10) is responsible for the provision of statistical advice to units of the Directorate in the prosecution of their programs and advice on the application of computer technology.

Chief, Administrative Officer (Staff of 3) is responsible for the provision of guidance to the Director General and bureau directors to ensure that all central agency policies and practices are adhered to.

Chief, Planning and Control is responsible for the development and maintenance of planning systems in the Directorate which respond to management and central agency needs.

NATURE AND SCOPE

Within the general mandate of the Department the objective of the Branch is to reduce illness and untimely death of Canadians associated with the environment, both man-made and material.

The Director General, Drugs is responsible for making decisions needed to provide protection for the public against unsafe, dangerous, fraudulent or ineffective drugs for use in humans and in animals. The incumbent is similarly responsible for ensuring that cosmetics are safe.

The incumbent chairs a program executive committee of bureau directors and advisory personnel to develop policy and recommendations for the Assistant Deputy Minister relating to matters of drug use, abuse and misuse. Implementation and interpretation of broad policy objectives are the responsibility of the Director General and Chairman of the Executive Committee.

The major challenge is to ensure that the degree of regulatory control is commensurate with the risk to public health. The development of policy options available to achieve program goals may require the use of an educational strategy aimed at professionals and/or the general public. Both the health professional organizations and the manufacturing sectors (pharmaceutical and cosmetic) are frequently called upon to exercise their influence in minimizing health hazards associated with drug and cosmetic use. Contacts are at the highest national level and the incumbent is expected to articulate the federal government policy.

Regulation changes must be referred to the Assistant Deputy Minister for approval by Governor-in-Council. Under the Food and Drugs Act and the Narcotic Control Act, the incumbent is responsible for forwarding specific recommendations to the Assistant Deputy

Minister for all drug scheduling decisions. Administrative policies and guidelines in the drug control program are developed by the Director General.

Contacts within the Department are most frequently initiated to obtain Assistant Deputy Minister or Deputy Minister concurrence with recommendations forwarded for approval. Frequent contact with the field operations is required to ensure that enforcement programs or actions are compatible with the drug program policies developed by the Drugs Directorate. Less frequent contact is required with other federal government departments on program aspects because of the autonomy provided by the legislation. Contacts are maintained with departments such as Consumer and Corporate Affairs and Industry, Science and Technology to ensure compliance with overall federal objectives.

Committee work is frequent with the national manufacturing associations such as the Pharmaceutical Manufacturing Association of Canada to resolve particular issues raised either by the Directorate or by the associations. Contact with the Canadian presidents of multinational pharmaceutical cosmetic companies is to interpret or otherwise help resolve particular difficulties.

Contact is frequent and continuing with the Canadian Medical Association, the Canadian Pharmaceutical Association and the Canadian Veterinary Medicine Association on matters relating to drug use and misuse. Provincial contacts are maintained by chairing the Conference of the Registrars of Medicine and the Conference of the Registrars of Pharmacy to ensure harmony of federal legislation with provincial responsibilities governing the practice of the professions such as medicine, pharmacy and nursing.

The Director General, Drugs, is also on occasion required to act for the Assistant Deputy Minister during his/her absences. This requires an up-to-date knowledge of the policies and legislation under the jurisdiction of the Branch. Contacts are made with the Deputy Minister and with associations and other government departments affected by Branch legislation.

A continuing and frequent contact with the United States' Food and Drug Administration and the United Kingdom's Department of Health and Social Security is also required. Representation at international meetings to seek means by which Canada can collaborate internationally to assist the early introduction of new drugs is an ongoing responsibility.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	8,895
Branch	1,919
Directorate	466
Directorate salary, operating and maintenance budget	\$5,397,344

SPECIFIC ACCOUNTABILITIES

- 1 Provides regulatory programs to ensure that safe and effective drugs are available to the Canadian public and that safe cosmetics are available to the Canadian public.
- 2 Directs a program to ensure the absence of drug misuse and abuse.
- 3 Provides a national perspective of Canadian drug needs.
- 4 Provides specific recommendations on regulations required under the Food and Drugs Act and Regulations and the Narcotic Control Act and Regulations (or recommendations for changes to the acts themselves), to ensure achievement of the above.
- 5 Ensures the achievement of Directorate objectives by effectively acquiring, developing and utilizing human, financial and other resources.

EVALUATION RATIONALE

Director General, Drugs

KNOW-HOW

- G Mastery of pharmacology, biochemistry, organic chemistry, and medicine; also a thorough knowledge of analytical and evaluative processes and techniques, particularly as they relate to evaluation the safety and effectiveness of medicines and other drugs being considered for use or sale on the Canadian market; and of the Canadian and international pharmaceutical industry is required to regulate preparation, dispensing, testing and marketing of drugs in Canada.
- III Conceptual integration of various diverse aspects of drug use and control on a nation-wide basis to optimize the benefit to the Canadian public of new drugs and to minimize the risk to public health. Operational coordination of seven bureaux specializing in pre-market evaluation, veterinary drug sciences, drug submission, drug control under the Narcotics Control Act, and effectiveness of drugs derived from biological origin and drug research.
- 3 Successful achievement of objectives requires directing and motivating staff; influencing and convincing senior department management on policy and program objectives; and representing the Department with private companies and provincial governments.
- 800 High number reflects the high degree of scientific expertise required to manage a national program of research and regulation.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies on control, monitoring, and supervision of drug testing, distribution and use in Canada; and responsible for devising and developing programs to achieve branch objectives.
- 4 Analytic and constructive thinking in monitoring, identifying, assessing, analyzing, and regulating licit and illicit drug use in Canada.
- (57) Higher percentage is indicated because the position must devise appropriate programs to meet broad variety of needs.

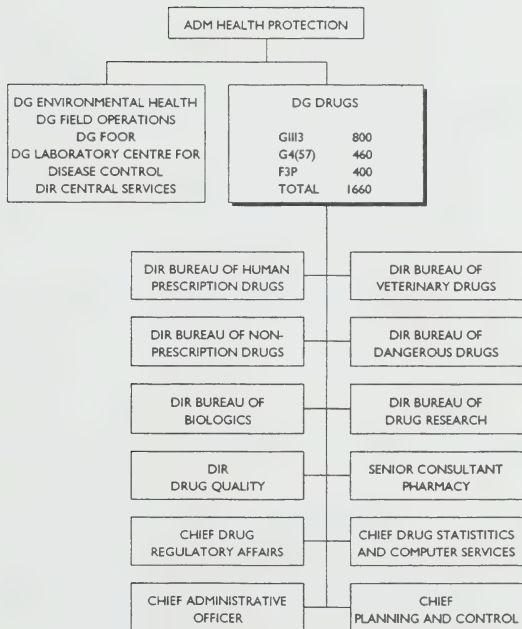
ACCOUNTABILITY/DECISION MAKING

- F Subject to general managerial direction from the ADM, Health Protection Branch and the achievement of functional policies and goals in effective and safe drug testing, distribution, sale advertising, and use in Canada.
- 3P The position has a primary impact on the achievement of branch objectives. The proxy selected to represent these objectives are 466 person-years and an O&M budget of \$5.3 million (Constant).
- 400 Middle number is consistent with the scope of the position in recommending course of action and with size of budget

SUMMARY

GIH3 800	F4(57) 460	F3P 400	1660	P1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SA-8-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SA-7-A

POSITION TITLE: Director General, Fleet Systems

GENERAL ACCOUNTABILITY

Is accountable for developing and implementing national policies, plans and standards governing the composition, acquisition, operation, crewing and maintenance of the Coast Guard Fleet.

ORGANIZATION STRUCTURE

This is one of 19 positions at the second level reporting to the Commissioner Canadian Coast Guard. The other 18 are: Deputy Commissioner; Director General, Ship Safety; Director General, Aids and Waterways; Director General, Telecommunications and Electronics; Director, Planning and Programming; Director, Special Projects; Chief, Legislation Development; Regional Directors General, Newfoundland, Maritimes, Laurentian, Central and Western Regions; Director, Northern; Director, SAR; Director, Finance; Chief, Marine Emergencies; Chief, Casualty Investigations; and Chief, Special Employment Programs..

Specific functions of the 10 positions which report to the Director General, Fleet Systems are:

Chief, Policy, Planning and Administration (Staff of 34) directs the interpretation and development of policies and plans governing administrative staff services to all divisions of the Fleet Systems Directorate.

Chief, Operational Services (Staff of 27) directs all short term deployment of fleet units between Regions.

Chief, Fleet Support Services (Staff of 12) coordinates the development of standards, regulations and procedures applicable to the management, operation and maintenance of the fleet.

Chief, Technical Services (Staff of 27) plans and directs the technical processes involved in the design, construction, modernization and maintenance of fleet vessels.

Project Manager, SRCP Vessels Project (Staff of 48) manages all aspects of the Special Recovery Capital Program Vessels Project, to ensure delivery on schedule, within budget and to the required standards of performance.

Five Regional Managers Fleet Systems (Newfoundland, Maritimes, Laurentian, Central, Western) provides operational, technical and logistic support to Fleet units assigned to their respective regions.

NATURE AND SCOPE

The Fleet Systems organization is the largest component of the Canadian Coast Guard, comprising the Fleet Systems (Headquarters) Directorate and five regional Fleet Systems Branches to which all units of the Fleet are assigned. The principle role of Fleet Systems is to provide Fleet mission capability in support of the Coast Guard's commitment to attend to the development and operation of a safe and efficient national marine transportation system.

Protection and safety of maritime commerce in waters over which Canada exercises jurisdiction is provided through legislation, regulations and standards, enforcement of which rests with the Coast Guard. The Fleet assists in the provision of efficient marine ways and terminals by aids to navigation systems, icebreaking and escorting services, flood control and harbour breakouts, and by dedicated support to the national marine search and rescue system. In addition, the Fleet conducts annual resupply of Arctic communities through a brokerage and chartering operation and provides icebreaking, cable laying and repair services in the North Atlantic Ocean. The discharge of these services and the strict enforcement of all applicable laws, regulations, standards and procedures is effected through five regional Fleet Systems Branches, over which the Director General Fleet Systems exercises functional direction. The incumbent is the senior departmental specialist in all professional marine matters relating to the Coast Guard Fleet.

The Director General develops national policies, objectives and priorities for the composition, acquisition, utilization and maintenance of the Coast Guard Fleet, comprising ships, minor vessels, aircraft and air cushion vehicles. The incumbent directs the operational control of all Fleet units assigned to Arctic operations and develops the requirements for ice reconnaissance services, provided by Environment Canada, but funded from Fleet Systems Directorate. The Director General coordinates and directs the reallocation of Fleet units between regions, to address unforeseen or changing demands.

The Director General approves the selection, promotion and appointments of senior ships officers; reviews and approves revisions to human resource plans and national Fleet person year plans; approves the curricula for officer-cadets at the CG College and for advanced Fleet courses at the departmental training institute, Cornwall; and directs the training of ships officers and ships crews throughout the Fleet.

The incumbent engages in medium and long range resource planning, through the Fleet Capital Investment Plan, which is particularly relevant to ship acquisition (e.g. Type 1200 Heavy Icebreakers), because of the long lead times required for ship design and/or construction. The incumbent must ensure that the composition of the Fleet responds to mission and program requirements effectively and economically. Decisions and recommendations of the Director General, Fleet Systems impact directly on the ability of the Coast Guard to deliver its program effectively, and hence on the safety of maritime commerce, both Canadian and International, within Canadian waters. They also impact directly on the Coast Guard's ability to respond with alacrity to search and rescue incidents, marine accidents, and pollution incidents.

The Director General provides direction for the planning, conduct and evaluation of mission-oriented research and development, which covers both operational and technical Fleet-related projects. Inherent in the position is the rendering of decisions on design and operational characteristics of new vessels, machinery and equipment, and on the implementation of policies governing the manning, operation and maintenance of Fleet units.

The Director General is a member of boards and committees including:

- Panel on Arctic Waters (Interdepartmental)
- Helicopter Interdepartmental Committee
- CG Senior Regulations Review Committee
- CG Research and Development Committee
- Arctic Shipping Control Authority
- Transport Canada Training Council.

The Director General chairs the following boards and committees:

- Fleet Capital Investment Plan Implementation Review Board
- SRCP Vessels Project Planning and Implementation Committee
- Fleet Material Management Steering Committee
- Fleet Management Council

In addition, the Director General organizes and chairs joint consultation meetings at the national level with the Canadian Merchant Service Guilds and the Public Service Alliance of Canada (UCTE), on a regular basis.

DIMENSIONS (Constant Dollars)

Canadian Coast Guard Fleet - 55 ships, approximately 250 minor vessels, 34 helicopters, 1 fixed wing aircraft, 5 ACV's (hovercraft), with an estimated replacement value of \$2.2 billion (1984).

Staff	153	Fleet Headquarters Staff
	<u>142</u>	CG College Cadets
	295	
Functional	2933	
Fleet salary, operating and maintenance budget	213	Mil
Capital	\$203.2	Mil (Fleet SRCP Project)
	42.0	Mil (other FCIP Projects)
	4.8	Mil (minor capital projects)
	.792	Mil (SLAR radars-ice recco.)
	<u>15.0</u>	Mil (SAR vessels)
	\$265.8	Mil

SPECIFIC ACCOUNTABILITIES

- 1 Establishes objectives and sets priorities for the composition, acquisition, operation, maintenance and replacement of Fleet units to enable the Fleet to respond effectively and economically to ever changing demands of the maritime community.
- 2 Directs the management of all acquisition, replacement and major renovation projects within the provisions of applicable policies and doctrine to ensure that the Fleet continues to provide its operational mission requirements.
- 3 Directs the provision to commercial shipping in Canadian and contiguous waters of services such as icebreaking and ice-escort, search and rescue and the maintenance of aids to navigation to enhance Canada's competitive position and further the growing safe use of Canadian ports and waterways.
- 4 Coordinates the development of curricula used at both the Coast Guard College and the Transport Canada Training Institute to ensure the continuing provision of well-trained officers.

EVALUATION RATIONALE

Director General, Fleet Systems

KNOW-HOW

- G Mastery of economic, political, technical and other considerations affecting the utilization of the CCG fleet required to optimize the use of the vessels on an inter-regional basis.
- III Position functionally coordinates the use of the CCG fleet nationally through the development of policies, plans and standards governing the operations, manning, maintenance of the ships and the overall training program for ship officers at the CCG Colleges and on the job training modules.
- 3 Successful achievement of objectives requires motivating a highly dispersed, multi-faceted staff.
- 700 Middle number reflects a national program for the procurement, maintenance, crewing and crew training of the CCG fleet.

PROBLEM-SOLVING/THINKING

- F Reporting to the Commissioner of the Canadian Coast Guard is required to think within broad policies, plans and standards relating to CCG fleet and the training of ships officers and cadets and on the job training courses.
- 4 Analytical and interpretative thinking is required to formulate plans, policies and standards related to the fleet.
- (57) High number reflects the requirement to deliver a highly varied national program.

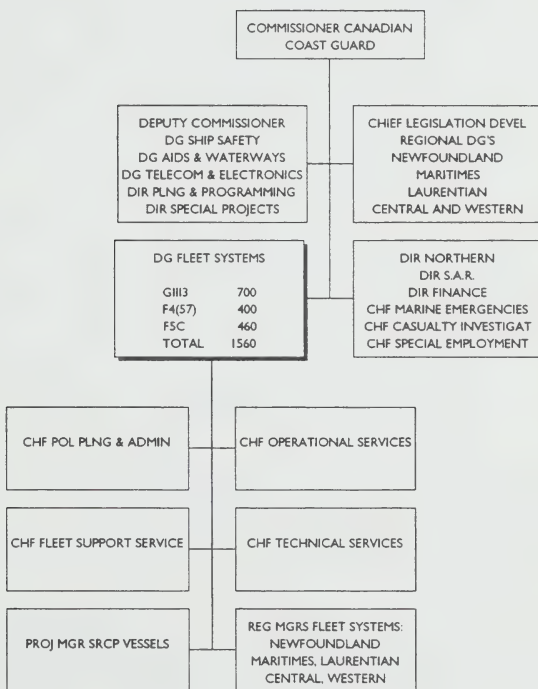
ACCOUNTABILITY/DECISION MAKING

- F Subject to functional policies and goals relating to the CCG fleet and operates under managerial direction of a general nature.
- 5C The position has a contributory impact on Fleet operations. The proxy selected to represent these operations is an operating budget of \$213 Mil (Constant).
- 460 High number reflects the impact of the position on all Fleet operations and size of budget.

SUMMARY

GIH3 700	F4(57) 400	F5C 460	1560	A1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SA-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SA-5-A

POSITION TITLE: Director, Immigration & Refugee Affairs

GENERAL ACCOUNTABILITY

The Director is accountable for the coordination of departmental input into immigrant, refugee, visitor and enforcement policies and programs developed by Employment and Immigration Canada (EIC) and for the effective translation of EIC policies and programs into operational reality. The Director is accountable for immigration forecasting, planning and resource acquisition and shares with the geographic bureaux the deployment of resources necessary to achieve established levels of immigrants. The Director works closely with the EIC and CIDA in managing Canada's relations with the United Nations High Commissioner for Refugees (UNHCR), and advises posts abroad on the labour market on the Department's delivery of immigration and refugee programs and on setting and controlling production targets.

ORGANIZATION STRUCTURE

This is one of three positions at the third level reporting to the Director General, Consular and Immigration Affairs Bureau. The other two are: Director, Consular Policy Division and Director, Consular Operations Division.

Specific functions of the positions reporting to the Director are:

Head, Selection & Processing (Staff of 6) is responsible for liaison with EIC units on the interpretation of immigrant and visitor selection policy and its application to screening and processing.

Head, Program Services (Staff of 2) represents the Department on EIC committees on the projection of occupational demands as they translate into immigration selection, the design of new procedures for entrepreneurial selection and the development of an international exchange of information program. Relative to immigration selection, develops and refines counselling techniques, arranges training to meet specific staff needs and monitors counselling requirements to provide the most pertinent information available for distribution to all potential immigrants.

Head, Operational Planning (Staff of 5) is responsible for the development and implementation of procedural and technological innovations designed to improve the delivery of the immigration program. The Head is responsible for providing advice to the geographic bureaux and the Corporate Planning Bureau relative to staffing for and workload distribution of the immigration program.

Head, Refugee Affairs (Staff of 3) is responsible for overall policy coordination of political, institutional, humanitarian and emergency aspects of refugee assistance and resettlement, linking EIC and the geographical bureaux to ensure that foreign policy concerns are taken full account of in the establishment of refugee levels and resettlement policies. The position is responsible for developing proposals to the Minister and to Cabinet for an appropriate response in the form of contributions to relief agencies, assistance in voluntary repatriation or local settlement or, finally, resettlement in Canada.

NATURE AND SCOPE

The Department carries out Canada's foreign policy, including coordination and management of immigration and refugee affairs.

This Division is the linchpin between EIC and the Department. It has the role of ensuring that the policies and procedures developed in EIC can be and are coordinated with those of the Department, with other departments and agencies and concerned provincial governments, and that the whole is translated into effective delivery throughout the decentralized system of posts abroad. The Division is tasked not only with the coordination and interpretation of policy but with direct contribution to policy formulation in EIC. This role is particularly significant at the present with respect to enforcement and control measures. Given the array of interested agencies, the environment of crisis and the involvement of the media in immigration matters, the Division must ensure that consistent policies, reflecting the realities of delivery abroad, are developed by EIC.

The foremost challenge for the Director is to identify and prioritize the issues with which the Division must contend; to devise the strategies for handling them; to organize, direct and control resources in the best way to resolve these issues and to evaluate the end results. The position must ensure that the operational experiences in immigration selection and visitor control policies and procedures are reflected adequately in EIC's formulation of new policies and procedures. Implicit in this responsibility is the need to keep a watching brief on government, media and post reactions to unusual movement of people and their implications for Canada, and the need to maintain full awareness of current developments and evolving trends in the delivery of the range of Canada's immigration programs abroad.

The Director is challenged by the need to coordinate the efforts of more than one department. For example, the incumbent was designated as the co-chairman of an interdepartmental task force reporting to Cabinet on measures aimed at streamlining program delivery abroad, including legislative, regulatory and procedural changes as well as the expanded use of new technology. In addition, the Director ensures the gathering of input from various departments and provinces on immigration policy issues as part of the Department's contribution to EIC policy development process.

The Director is required to initiate and develop new ideas and to provide technical advice and information to senior management concerning resources, labour market developments and counselling needs. This has become especially important in light of the shifting pattern of Canada's immigrant population. The change in clientele has created a need for more innovative counselling material to best prepare prospective immigrants for a new life in Canada. To ensure that the Canadian labour market is well served, the Director is an active participant in joint committees designed to better match skilled immigrants with Canadian jobs

by assisting Canadian employers recruiting abroad and by stimulating entrepreneurial immigration in response to recent EIC policy initiatives.

The Director must aggressively ensure that he/she is consulted early in the development of new immigration policies affecting program delivery overseas so that the resource implications of all such initiatives can be fully considered. This is a particularly significant function in terms of the submission by EIC of the annual immigration levels recommendations to Cabinet and the annual report to Parliament. Indeed, the Division's input to the "levels" submission is of critical importance to the harmonizing of policy with delivery capability.

A key function of the Director is to represent the department in its relations with the Québec government on immigration matters and as such serve on the Comité Mixte. This responsibility requires not only a sound grasp of technical matters but also a good appreciation of the state of federal-provincial relations in Canada and particularly of the sensitivity and delicacy of issues related to Québec. The Director serves as the primary departmental contact on all matters involving the selection and delivery of immigrants to Québec.

The Director is in frequent contact with the Foreign Service Directorate of CSIS and the RCMP and the Overseas Region of Health and Welfare Canada with respect to enforcement and control and policy coordination matters. In addition, the Director is at times called upon to represent the Department in meetings with a range of individuals and organizations having an interest in program delivery abroad, i.e. provincial government departments and private organizations.

DIMENSIONS (Constant Dollars)

Person-Years 18 person-years

Salary, operating and maintenance budget: \$256,236

Economic Impact of Activities:

Immigrants (including
entrepreneurs and refugees): \$564,516,000

SPECIFIC ACCOUNTABILITIES

- 1 Facilitates the implementation of current immigration and refugee policies and procedures by coordinating departmental delivery of these programs abroad.
- 2 Forecasts, plans and coordinates the process of obtaining adequate global resources for delivery of the immigration and refugee programs abroad.
- 3 Provides leadership in developing and coordinating departmental foreign policy input to EIC immigration policy and in proposing procedural changes aimed at enhancing the effectiveness of immigration program delivery abroad.

- 4 Stimulates and coordinates initiatives in streamlining immigration operations at posts abroad and develops departmental positions in reaction to changing EIC demands or realigned emphasis on other or new component objectives of Canada's immigration program.
- 5 Contributes to the formulation of the annual immigration and refugee levels policy review at EIC by ensuring that operational and environmental constraints are taken into account, as well as the relevant objectives of Canadian foreign policy.
- 6 Coordinates Canada's relationship with the UNHCR on the political, humanitarian and emergency aspects of refugee assistance and resettlement.
- 7 Guides the research, development and implementation of counselling techniques to respond to changing needs abroad.
- 8 Directs, motivates and evaluates the performance of subordinate staff in the effective provision of advice and services.

EVALUATION RATIONALE

Director, Immigration and Refugee Affairs

KNOW-HOW

- F Extensive knowledge of immigration legislation, policy and procedures; sound knowledge of post and program management abroad, both generally and with respect to individual missions and their particular problems; solid grasp of statistical analysis techniques in order to recommend resource allocation.
- III Conceptual management as co-ordinator of immigration and refugee policy and program matters affecting all or several posts, requiring accurate forecasting of immigration trends and analysis and review of policy and program results on a post, area by area and global basis, identification of priorities and planning of strategies to improve program effectiveness and efficiency.
- 3 Successful achievement of objectives requires negotiating resource requirements and operational needs with other divisions, departments and provincial governments, guiding posts in policy and program matters and directing staff.
- 528 Middle number reflects the expertise required to play a strong interdepartmental coordinating role in the delivery of an important program

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies to formulate and co-ordinate policy and program recommendations that can realistically be implemented abroad to achieve objectives set annually by Cabinet.
- 4 Evaluative and creative thinking based on analysis, judgement and experience in policy interpretation to resolve often conflicting views in inter and intra-departmental policy and program development.
- (50) Lower percentage reflects the thinking done within guidance provided by functional policies.

ACCOUNTABILITY/DECISION MAKING

- F Reports to the Director-General, Consular & Immigration Affairs Bureau, but due to expertise in global immigration policies and programs, assumes some degree of accountability subject to direction of general policy outlines.
- 2P The position has a primary impact on division activities. The proxy selected to represent these activities is an operating budget of \$256,236 (Constant).
- 264 Low number reflects the key degree of latitude in the delivery of a global program and the size of budget.

SUMMARY

FIII3 528

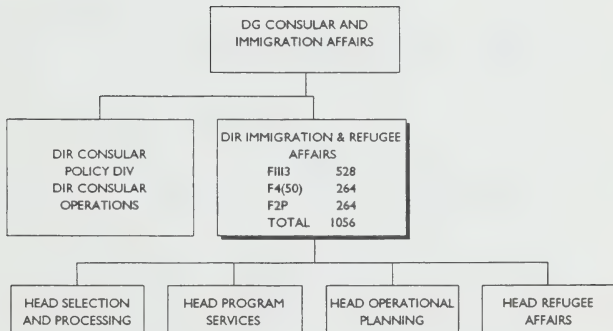
F4(50) 264

F2P 264

1056

0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SA-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SA-5-B

POSITION TITLE: Director, Food Development

GENERAL ACCOUNTABILITY

Is accountable for the planning, development and implementation of strategic plans for food and market development projects and activities to promote the increased use of Canadian agricultural and food products by the food processing, distribution, retail and food services industry and consumers.

ORGANIZATION STRUCTURE

This is one of three positions at the third level reporting to the Director General, Commodity Production and Marketing. The other two are Director, Crop Development and Director, Livestock Development.

Specific functions of the positions reporting to the Director are:

Chief, Processing Development (Staff of 12) is responsible for developing strategies to increase value added processing of food products and exploit import replacement opportunities; and liaison regarding growth, effectiveness and efficiency of the Canadian food processing sector.

Chief, Distribution (Staff of 10) is responsible for developing strategies to increase the effectiveness of distribution and penetration of the domestic market by Canadian agri-food producers, and liaison with the distribution industry and appropriate marketing and transportation officials in the federal and provincial governments.

Chief, Market Research and Information (Staff of 8) is responsible for marketing research expertise to aid Canadian industry to profile their consumers, and maintaining good working relationships with Canadian food market research organizations and media in the food and food business press, consumer organizations and provincial agencies who disseminate consumer information.

Chief, System Strategies (Staff of 6) is responsible for developing concise systems approaches for post farm gate marketing and product development for livestock and crop initiatives, and for developing program evaluation techniques to help industry evaluate their programs and coordinate division input into regional programs and Branch initiatives.

NATURE AND SCOPE

The Commodity Production and Marketing Directorate provides national leadership for all departmental activities related to production and market development of Canada's agri-food sector and promotion of Canada's national and international market competitiveness.

The Director, Food Development provides national leadership in the food development and marketing areas to identify and analyze opportunities and constraints for Canadian agriculture and food products. It is Canadian government policy to maintain a viable and competitive food industry, and a role of this position is to support that policy by ensuring the orderly flow of Canadian agri-food products through an efficient food processing and distribution network and increase the demand for Canadian products. The Director develops departmental policies and programs at both a regional and national level to ensure an efficient and effective Canadian agriculture and food system from processor to consumer.

The Director acts as the interface between Government and the sector and its associations to identify market opportunities and technology which improve productivity and competitiveness. The Director establishes an effective liaison with the Research Centres of the Department, the various provincially/industry supported research centres across Canada, and ISTC to profile Canada's product development and technology development capability. Assistance is provided to the agri-food industry in accessing these centres in testing food products for final marketability and identifying technical needs and solutions.

The Director develops strategies through negotiations with representatives of government departments and industry to eliminate barriers and enhance the flow of agriculture and food products through the channels of distribution. Policy recommendations are made to the Director General to improve performance, competitiveness and structure of domestic processing and distribution sectors of the agri-food industry, to promote food commodities in international markets, and to enhance the development of a nutrition policy for Canadian foods within the market environment.

A key responsibility is the development and maintenance of communication channels between producer organizations and members of the processing, distribution and consumer sectors for a two-way flow of intelligence and interpretations of market trends. As the Division maintains the sole food market research function in the Department, it is essential for the Director to ensure that intelligence that has arisen from consumer organizations, food professionals, media, and the members of the processing and distribution industries is represented in departmental planning and activities.

The Director co-ordinates food marketing development projects to increase sales of Canadian agri-food products and develops strategies with particular emphasis on targeted marketing of Canadian agri-food products to the retail and food services sectors.

The Director is challenged to ensure that mechanisms are in place to promote the use and benefits of new technology and improved transportation methods for commodities; e.g. irradiation technology to increase shelf life. Canadian agricultural products must generally contend with a shorter growing season than competing countries. In order to remain competitive, it is essential that Canadian produce move to potential markets quickly and efficiently from producers through packers, processors and the distribution chain to customers.

The Director develops program plans and strategies for subordinate management teams and provides policy/program recommendations to the Director General on new marketing strategies and food development projects to enhance the food industry in Canada and further Canada's role in international markets.

The position deals with consumer and regulatory groups whose attitudes have a direct impact on the domestic marketing system and represent significant lobbying impact. Before making a policy recommendation and/or undertaking a marketing strategy, the Director has to examine all elements - a precise identification of a constraint or opportunity, the dimensions and geographical impact, who will benefit and what results are expected, the resources that are available, and adherence to government policies.

The incumbent acts as an interface between agricultural and regulatory groups, a role which is complicated by the multitude of organizations representing the food industry. The Director must develop strategies to resolve regulatory problems that are mutually satisfactory to all groups, all of which are outside direct control. Therefore program strategies and regional regulatory reforms proposed by the Director involve balancing the needs of many diverse agencies and interests.

The Director acts as departmental liaison with Health and Welfare and Consumer and Corporate Affairs to develop cohesive programs for food industry development and regulatory advice. The Director maintains continuous contacts with representatives of federal departments to discuss and negotiate joint food development programs for elements of the food industry. Contacts outside the government include the Grocery Products Manufacturers of Canada, the Retail Council of Canada, Canadian food processor associations, trucking associations, and Canadian food services associations, retail and wholesalers associations and consumer and nutrition associations to initiate policies and programs that encourage the usage of Canadian agri-food products and services, and to provide a market trend and intelligence information service on all aspects of the food chain and implications for industry.

Committee responsibilities include representing the Branch on a variety of committees including: Interdepartmental Committee on Food Irradiation, Liaison Committees with Canadian Food Processors Association and Canadian Frozen Food Association, Food and Nutrition Steering Committee of the Departmental Industry-Government Committee on Nutrition Labelling and the CAMI Approval Committee.

DIMENSIONS (Constant Dollars)

Subordinate Person-Years:	40
Salary, operating and maintenance budget	\$518,010

SPECIFIC ACCOUNTABILITIES

- 1 Develops effective program strategies in the Canadian post farm gate system from processor to consumer to identify and analyze opportunities for Canadian agriculture and food products, both domestic and international.
- 2 Plans and develops strategies and policy recommendations to improve the performance and structure of domestic processing and distribution activities.
- 3 Initiates the development of food development and marketing strategies with industry to capitalize on opportunities and overcome constraints in the agri-food sector.

- 4 Improves "value added" to, and sales of Canadian food and agricultural products in both domestic and export markets, by establishing policies and programs designed to promote the continued development of an efficient and competitive food processing industry, especially technology enhancement and development of new products.
- 5 Improves the marketing knowledge and effectiveness of the agricultural, processing and distribution sectors by developing and disseminating market research on a wide range of related subjects and maintaining a current information bank on industry products, processes and participants.
- 6 Manages the financial and personnel resources of the Division to ensure overall Directorate objectives are met.

EVALUATION RATIONALE

Director, Food Development

KNOW-HOW

- F Extensive specialized knowledge of the food service industry including the marketing, transportation, distribution, processing and retail of the commodity. In-depth knowledge of the concepts, techniques, theories and practices of marketing, food testing and technology innovation.
- III Department-wide coordination of food improvement and marketing functions. Marketing aspects of position are diverse in nature to represent all factors of the industry.
- 3 Successful achievement of objectives requires maintaining liaison with the stakeholders in the food industry and motivating staff.
- 528 Middle number is consistent with departmental-wide coordination of important activities of a major function in a highly specialized scientific field.

PROBLEM-SOLVING/THINKING

- E Thinking within defined agricultural policies and objectives in developing plans and control programs to maximize the efficiency and effectiveness of the food processing, distribution, retail and food service industry.
- 4 Analytical thinking is required to initiate studies and recommendations on the strategies, programs and policies essential to develop markets and improve acceptance for Canadian food in Canada and abroad.
- (50) Higher percentage is consistent with the professional nature of the position and recognizes the contribution made to the development of policies and strategies.

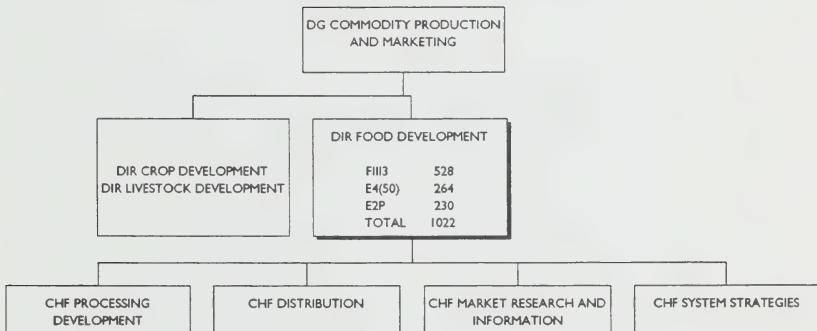
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Production and Marketing, is subject to guidance in the development and implementation of policies and programs.
- 2P The position has a primary impact on Division activities. The proxy selected to represent these activities is an operating budget of \$518,010 (Constant).
- 230 High number reflects the dollar value and the impact of the position on the development of department-wide policies affecting an industrial sector.

SUMMARY

FIII3 528	E4(50) 264	E2P 230	1022	P1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SA-5-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-10-A

POSITION TITLE: Assistant Deputy Minister, Industry Marketing

GENERAL ACCOUNTABILITY

Is accountable for the determination of the needs of each industrial sector, including small businesses, prerequisite to their growth and improved international competitiveness; maintenance of an operational and strategic appreciation of these needs; development of effective policy, program, business product and service responses that satisfy these sectoral needs; and the provision of functional guidance to officials of the Department and other departments on sectoral characteristics and requirements.

ORGANIZATION STRUCTURE

This is one of seventeen positions at the first level reporting to the Deputy Minister. The others are: ADMs, Policy and Evaluation; Finance, Personnel and Administration; Development Programs and Investments; General Counsel; Corporate Secretary; Director General, Operations Audit; and ten Regional Executive Directors.

Specific functions of the seven positions reporting to the ADM are:

Director General, Service Industries and Consumer Goods (Staff of 110).

Director General, Resource Processing Industries (Staff of 86).

Director General, Surface Transportation and Machinery (Staff of 136).

Director General, Aerospace, Defence and Industrial Benefits (Staff of 136).

Director General, Information Technology Industries (Staff of 65); each is accountable for formulation and development of sector policies, programs and services; development and maintenance of an industry specific knowledge base; and for advice and assistance to industries to promote the establishment, improvement, efficiency, export market development, general economic growth and competitiveness of their respective industries.

Director General, Special Projects (Staff of 19) is responsible for leading and coordinating the assessment of, and participating in the negotiation of Crown support for special major, complex and sensitive project proposals, as identified and assigned by the Deputy Ministers.

Director General, Planning, Coordination and Control (Staff of 57) is responsible for the provision of a comprehensive business planning and policy coordination function for Industry Marketing Sector groups; coordination of Industry Marketing inputs to the formulation of policy recommendations and corporate plans; provision of financial and human resource accounting and control services on an Industry Marketing wide basis; and provision of administrative services for all of Industry Marketing.

NATURE AND SCOPE

The Department is decentralized to serve the needs of Canadian business enterprises ranging from very small firms to large multinationals, with a mandate to enhance the national economy and achieve economic development in all regions of Canada through the development and implementation of policies, programs and services to improve opportunities for productive economic expansion, ensure access to opportunities in all regions of Canada, and promote economic development in regions where opportunities for productive employment are scarce.

In discharging this responsibility, the Department undertakes to stimulate the establishment, expansion, productivity and innovative capability of business enterprises to realize their economic potential; to enhance the regional industrial benefits associated with major development projects; to support industrial restructuring and renewal for firms and communities requiring exceptional economic adjustment measures; to facilitate the identification, development and exploitation of domestic and international market opportunities; and to foster an environment supportive of innovation, including research and development, entrepreneurship and regional economic growth.

The Industry Marketing Sector is the centre for policy and program development, and for sectoral intelligence and expertise for the automotive, marine and rail, machinery and equipment, aerospace and defence, information technologies, resource processing, health care, advanced industrial materials, consumer goods and service industries, and has the responsibility for industrial and regional strategic policy development and the formulation, implementation and delivery of programs and services, to promote the industrial and economic growth of these industries.

The scope of Industry Marketing is national in character, and covers all manufacturing industries and service industries. These economic sectors account for the majority of the Canadian gross domestic product, as well as the majority of the Canadian workforce.

The ADM provides the leadership and sets the priorities for the development of policies, programs and services intended to achieve departmental objectives in relation to industrial development and adjustment, on both a national and regional scale. As a member of the Operations and Policy Review Committee, the ADM contributes to the determination of departmental national policy directions and is required to define the role of the Department in respect of industry in Canada, taking particular account of the national/sectoral/regional interactions and interdependencies that exist. The ADM pursues these industrial developments and adjustment objectives with full recognition of Canada's competitive and trading position in world markets.

The ADM is accountable for all aspects of the management of the Industry Marketing Sector, including the determination of work programs, sector policy analysis priorities, program responses to industrial circumstances in defined sectors, the nature and intensity of the Sector's relationship with private sector clientele, and the proposed departmental responses to other government departments' policy proposals. Policy matters are brought to the Operations and Policy Review Committee.

Within the Department, the ADM has prime responsibility for briefing the Minister on Industry Marketing matters. Within the federal government, the incumbent regularly represents and presents at Committees of Deputy Ministers and the Cabinet Committee on Economic Regional Development. The ADM maintains regular contact with Members of Parliament, and is required to be present at meetings of other federal ministers. Outside the Department and the federal government, the incumbent maintains senior level contacts with all provincial governments and, as required, with interest groups including Chambers of Commerce, universities, municipal officials and the like.

The ADM maintains contacts in the private sector, including the presidents of some of Canada's largest companies and with a variety of business associations. In respect of the various contacts, the ADM is dealing with the perceptions of various private sector companies, special interest groups and individuals in respect of the Canadian economy, industrial development and the economic well-being of all sectors. These groups are highly sensitive to the influence of government action on their sectors, whether domestically or internationally, and are desirous of not only making their representations known to government, but also knowing and understanding the government's intentions as they apply to the industry sectors. The appropriate managing of the government/private sector interface is a major responsibility of the ADM.

DIMENSIONS (Constant Dollars)

Department Person Years	2,260
Person Years:	611
Salary, operating and maintenance budget	\$8.2 million

SPECIFIC ACCOUNTABILITIES

- 1 Meets the industrial development and adjustment requirements of industrial sectors in Canada, through the planning, development and implementation of strategies and programs, with particular emphasis on innovation, productivity and technological change.
- 2 Ensures the most efficient and effective form of federal government involvement, including financial, to achieve industrial development and adjustment objectives in the sectors.
- 3 Ensures compatibility of national and sectoral policies with regional development policy objectives of the federal government.
- 4 Ensures that the wide range of clientele, represented in industrial sectors, is fully informed and understands government policy and intentions in respect of their sectors and that their points of view are accurately interpreted to the federal government.
- 5 Ensures that the Minister and the federal government are kept apprised of industrial development and adjustment circumstances, including the perceptions of the clientele.

- 6 Ensures that the international trade and competitive situation of client groups is fully recognized in the development of regional/national/sectoral policies and programs.
- 7 Recommends an industry supported sector-by-sector policy and program development plan, proposing results-oriented government actions on two-year and seven-year horizons.
- 8 Exercises responsibility for industrial benefit strategies and defence preparedness activities for the Department, and manages delivery of the Defence Industry Productivity Program.

EVALUATION RATIONALE

Assistant Deputy Minister, Industry Marketing

KNOW-HOW

- G Mastery of the national business and industrial climate of all industrial and service sectors, their short and medium range opportunities and how the Department and other federal departments and agencies program activities can be utilized to maximize the economic prosperity of business and industry and the population in all regions of the country. Experience and expertise in management is required. A number of sectors are subject to a rapid rate of technological changes and the work requires an in-depth understanding of strategy development to realize the high potential of response by the private sector to government policies.
- IV The activities of policy development, program delivery, sector intelligence, identification of opportunities are diverse and draw on an impact on all the departmental responsibilities. The conflicting demands of the different sectors coupled with the limited available resources dictates that decisions be taken that will balance and address these conflicts in a supportive and beneficial manner.
- 3 Successful achievement of objectives requires motivating a staff of over 600, and advising senior executives up to the cabinet level.
- 1056 Highest number represents the wide range of activities managed and national leadership role.

PROBLEM-SOLVING/THINKING

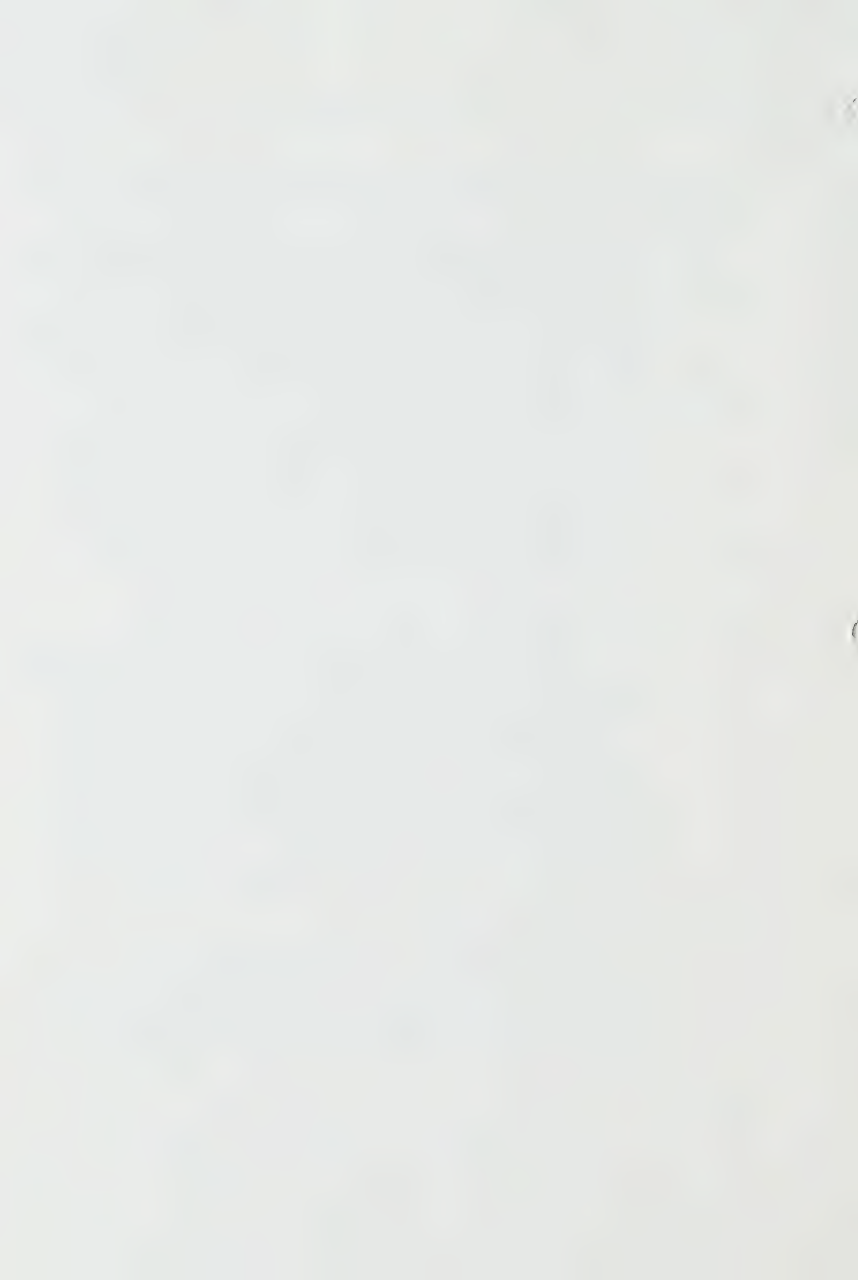
- G The work is performed within very broad objectives and policy positions established to achieve the departmental mandate of increased economic prosperity in the country. The thinking environment is such that guidance of a very general nature only is provided by the Deputy Minister.
- 4 There is a significant level of analytic and constructive thinking to develop policies and programs and to manage the program delivery function to different sectors in that some are either mature or declining, while others are expanding. These differences preclude the development and implementation of common policies and programs and there is a need to tailor them to meet the individual sector peculiarities. Policy and program recommendations are presented to the highest level of management.
- (66) Higher percentage represents a strong problem solving environment.

ACCOUNTABILITY/DECISION MAKING

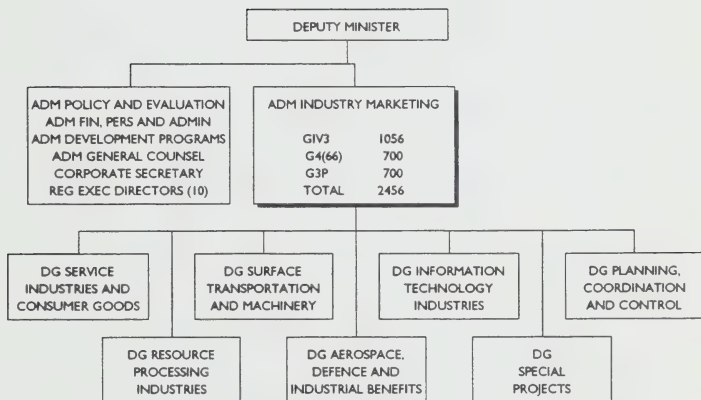
- G The work is subject to general guidance only from the Deputy Minister.
- 3P The position has a primary impact on industrial incentives program. The proxy selected to represent this program is an operating budget of \$8.2 Mil (constant).
- 700 High number reflects the degree of latitude of the position in directing national activities related to industrial development in a number of sectors and size of budget.

SUMMARY

GIV3	1056	G4(66)	700	G3P	700	2456	0
------	------	--------	-----	-----	-----	------	---



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-9-A

POSITION TITLE: Assistant Deputy Minister, Corporate Affairs.

GENERAL ACCOUNTABILITY

Is accountable for the management of and formulation of policy relating to all activities of the Bureau of Corporate Affairs.

ORGANIZATION STRUCTURE

This is one of three positions at the first level reporting to the Deputy Minister, Consumer and Corporate Affairs. The others are: ADM Consumer Affairs; and ADM Competition Policy.

Specific functions of the seven positions reporting to the ADM, Corporate Affairs, are:

Director General, Patents and Copyright (Staff of 400) is responsible for administration of the Patent, Copyright, Industrial Design and Timber Marking Acts.

Director, Research and International Affairs (Staff of 30) is responsible for all policy formulation and research relating to all Acts administered by Corporate Affairs, and all treaties relating thereto.

Director, Corporations (Staff of 80) is responsible for administration of the Canadian Business Corporation Acts.

Superintendent of Bankruptcy (Staff of 200) is responsible for administration of the Bankruptcy Statute.

Registrar of Trademarks (Staff of 80) is responsible for administration of the Trademarks Act.

Director, Technical Information (Staff of 1) is responsible for liaison with provincial technical and research institutes.

Director, Program Coordination (Staff of 1) is responsible for planning and budgeting activities within the Bureau.

NATURE AND SCOPE

The Bureau's purpose is to administer laws, regulations and policies in the fields of corporations, bankruptcy and insolvency, and intellectual and industrial property. The Bureau provides access to bankruptcy procedures to insolvent individuals and corporations, monitors private bankruptcy trustee operations, detects offenses and abuses, registers and publishes information. The Bureau also conducts enquiries into unusual stock market transactions and initiates legal procedures where appropriate. Further, the Bureau is responsible for examining,

granting or rejecting applications for patents, registering or rejecting trade marks, copyrights and industrial design; classifying, maintaining and disseminating intellectual property information to the public.

As Chief Executive Officer for the Bureau, the ADM has three main areas of activity requiring general mastery of managerial, analytical, negotiating, planning, administrative and policy formulation expertise. The ADM oversees the general formulation and exposition of both domestic and international policy. The ADM develops objectives, long, intermediate and short term plans related to those goals, monitors and controls resources to assure achievement within predetermined performance levels. He/she also provides advice in concert with other senior executives on the management policy and related problems.

The incumbent provides advice to the Minister and the Deputy Minister regarding policy; acts in place of the Deputy at interdepartmental and Cabinet meetings; acts as Canadian representative at international meetings. The incumbent is designated a Deputy Registrar General.

DIMENSIONS (Constant Dollars)

Department person-years	2,222
Bureau person-years	806
Salary, operating and maintenance budget	\$10,571,428
Revenue collected	\$ 9,387,755

SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership in the management of the Bureau and to the operation of each of its Branches, to ensure efficiency and effectiveness of operations, by performing within predetermined fiscal and performance standards;
- 2 Provides recommendations relating to the policy aspects of the laws administered by the Bureau, to maximize the possibility of consensus, without sacrificing basic principles.
- 3 Assures that Canada's interests are represented and protected in international agreements that impinge on the Bureau's activities.
- 4 Provides advice and counsel to the Minister and Deputy Minister, on matters affecting the administration of the Department, and attainment of the Department's objectives.

EVALUATION RATIONALE

ADM, Corporate Affairs

KNOW-HOW

- G Mastery of commercial affairs and how they interact with the patents and copyrights, trademarks, bankruptcy, and the chartering and regulation of companies under the Canada Business Corporations Act.
- IV The work coordinates patents, copyrights, trademarks, bankruptcy and the chartering and regulating functions at the policy level, in order to meet the requirements of the government and Canadian business.
- 3 Successful achievement of objectives requires advising senior management on policy matters and motivating a staff of over 2,000.
- 920 Middle number is consistent with the technical and legal expertise required to manage a major program of the Department.

PROBLEM-SOLVING/THINKING

- G The incumbent is required to think within general policies and principles, in order to coordinate the work of the Bureau with the requirements of the government, the business community and the public.
- 4 The incumbent is required to develop novel approaches to the areas of responsibility covered by the Bureau. The coordination of the functions covered by the Bureau at the policy level with the requirements of government and the commercial and public sector requires analysis, and evaluative and constructive thinking.
- (66) Higher percentage reflects the policy development requirements normally associated with positions of this nature.

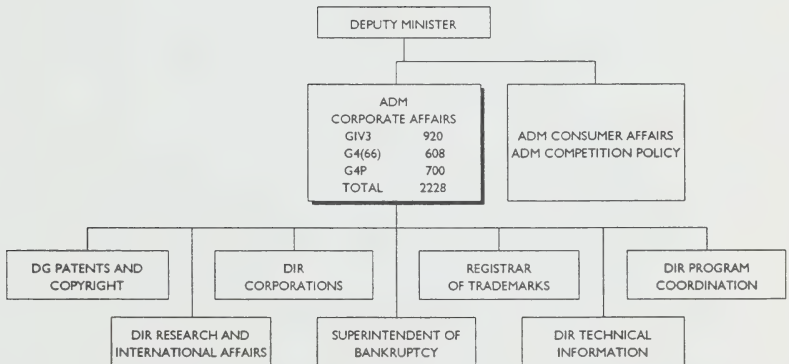
ACCOUNTABILITY/DECISION MAKING

- G The Assistant Deputy Minister, Bureau of Corporate Affairs, is subject only to general guidance from the Deputy Minister.
- 4P The position has a primary impact on Bureau activities. The proxy selected to represent these activities is an operating budget of \$10.6 million (constant).
- 700 Low number is consistent with the latitude the position has in delivering a major departmental program and the size of budget.

SUMMARY

GIV3	920	G4(66)	608	G4P	700	2228	A1
------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-9-B

POSITION TITLE: Assistant Deputy Minister, Tourism

GENERAL ACCOUNTABILITY

Is accountable for overall management of the tourism program, including executive direction of Tourism Canada, to develop and promote tourism in Canada, optimize income from tourism in all regions of Canada, develop and maintain intelligence in respect of the industry, and ensure that all related activities are in the national interest.

ORGANIZATION STRUCTURE

This is one of fourteen positions at the first level reporting to the Deputy Minister. The others are: ADM Small Businesses; ADM Native Economic Programs; Executive Director, Enterprise Cape Breton; and ten Federal Economic Development Coordinators.

Specific functions of the four positions reporting to the Assistant Deputy Minister are:

Director General, Market Development (Staff of 35) develops and implements Canadian tourism marketing policies, plans and programs; effectively manages the marketing budget; leads federal government marketing activities; designs, negotiates and implements joint marketing and work plan accords with major national and international private sector partners, provincial governments and the Department of External Affairs; promotes and coordinates Canadian participation at major international tourism marketplaces; liaises with the Cabinet Committee on Communications and the Advertising Management Group, and directs the negotiation and administration of major international advertising contracts in cooperation with private sector agencies.

Director General, Product Development (Staff of 40) is responsible for providing leadership in establishing, with other federal agencies, provincial ministries and the private sector, a national tourism development framework and strategy; developing strategies, policy recommendations and programs aimed at the establishment of increasingly competitive tourism attractions, facilities and services; identifying supply (product) development constraints and opportunities; disseminating information and providing product development advice and expertise to the industry; developing the strategic framework for the next generation of subsidiary agreements and monitoring and evaluating the impact of existing subsidiary agreement expenditures on tourism product development; for ensuring that industry views and interests are considered and reflected in legislation and policies affecting the tourism industry; and acting as the federal government interface with international tourism development organizations.

Director, Management Services and Liaison (Staff of 49) is responsible for the provision of recommendations and advice on tourism policy formulation, strategic planning and major policy issues, analysis and evaluation of policies and strategies of other sectors of the tourism industry; development and direction of a centralized communications program; communicating the position of Tourism Canada in various policy and program areas, and providing strategic planning advice to ADM Tourism; development and administration of mechanisms to facilitate consultation between the federal, provincial and territorial governments and liaison with tourism associations; and managing the personnel, financial and administrative functions of Tourism Canada.

Director, Research (Staff of 14) is responsible for planning and initiating studies and surveys on tourism; establishing and developing a commercial intelligence service to provide international business intelligence to the tourism industry on a cost-recovery basis; directing the development of methodology and techniques for application to tourism research; negotiating joint research accords with domestic groups and other countries; maintaining liaison with other departments, provincial/territorial governments, other countries and international organizations; directing the operation of a tourism documentation and reference centre and, for the development of long range systems, automation plans.

NATURE AND SCOPE

Canada's tourism income (1985) exceeds \$5 billion (Constant) of which \$1.3 billion is foreign exchange earnings from visitor expenditures and \$3.7 billion represents domestic travel expenditures by Canadians. Tourism is the third largest industry in Canada and accounts for the direct employment of approximately 600,000 Canadians. The Canadian tourism industry comprises some 60,000 enterprises, most of them small businesses, spread throughout Canada and sub-divided into specialized sub-sectors such as accommodations, transportation, food and beverage services, etc. The business of tourism not only takes place in all parts of the country, but tourism is sometimes the only option in areas where primary or secondary industry are not viable; it thus contributes to regional economic expansion and the overcoming of regional disparities. It also assists in the attainment of social, cultural and political goals. For these reasons, all levels of government in Canada are directly involved in promoting the growth and development of tourism, albeit the private sector is the major participant. Reflecting national interest in the economic and non-economic benefits to be derived, the basic mission of the ADM, Tourism is to sustain the orderly growth of tourism in Canada.

Tourism is internationally traded and is open to international competition. Tourism in Canada must be competitive if it is to grow and flourish. It is the responsibility of the ADM, Tourism to assist the Canadian tourism industry to be as competitive as possible. The ADM is charged with increasing the demand for Canadian tourism facilities and services, and expanding and increasing the efficiency of the industry. To these ends, the ADM commissions the examination and evaluation of trends and developments affecting tourism at home and abroad, and the analysis of the economic performance of the Canadian tourism industry to identify its strengths and weaknesses and to determine whether the Canadian "travel product" meets the needs and expectations of the traveller. Correspondingly, the ADM directs reviews of the framework policies of the federal government that impact on tourism. The ADM sees to the identification of problems or shortcomings besetting the industry. In consequence, the ADM is concerned with the policies, priorities and strategies that underlie the operations of the federal tourism program, and are dedicated to encouraging the growth and development of tourism in

Canada by taking all these factors into account, building on the strengths of the industry, and seeking to overcome the constraints and shortcomings.

The ADM authorizes direct Tourism Canada operations in the primary marketplaces at home and abroad -- on the one hand, directed at the travel consumer to increase awareness of and to encourage positive attitudes toward Canada as a travel destination, thereby setting the stage for provinces, territories and the private sector to promote their specific offerings to best advantage; and on the other hand, directed at the travel trade itself, to persuade them of the profitability of selling travel to and within Canada and, through joint projects, optimise their leverage with their clientele. In particular, the ADM ensures federal leadership in the coordination, wherever possible, of the activities of provinces, territories and private sector with those of Tourism Canada, to avoid the disadvantages of a fragmented effort in the marketplaces. The ADM ensures that Tourism Canada operations at the national level are known to departmental Regional Executive Directors' tourism staffs and the tourism program delivery officers of the Department of External Affairs abroad, in order that the more local efforts of Regional Executive Directors and of External Affairs Heads of Post may reflect the national approach and be part of it. As a corollary, the ADM ensures that such tourism related officials contribute local market intelligence and are involved in the preparation of Tourism Canada's marketing efforts annually, to keep the national effort pertinent and dynamic.

In the field of development, the ADM approves of direct federal operations in pursuit of predetermined goals and objectives for tourism. This calls for coordinating, harmonizing and harnessing the tourism related operations of other federal departments and agencies to the benefit of tourism. It requires collaboration with provinces, territories and private sector on strategies and operations to optimize tourism development on measures to improve economic performance of the industry and to ensure that Canadian tourism facilities, services and attractions meet travel demand consistent with Canada's natural resource endowment and potential.

Tourism is a shared responsibility of governments in Canada. There is consensus that each level of government has valid and distinctive reasons for being involved, there is a very broad area of common interest. For mutual benefit, Ministers of Tourism at all levels are agreed that there should be maximum coordination and cooperation amongst tourism authorities and with the private sector. Tourism Canada has been designated as the agency to take the initiative in seeking collaborative effort.

The ADM serves on the senior management committee, to contribute to departmental decision-making and represent tourism; chairs the annual federal-provincial/territorial Conference of Canadian Tourism Officials responsible to review and coordinate respective policies and strategies in tourism marketing and tourism development, including chairing certain special committees established by the Conference. The ADM is Alternate Deputy Chairman (after the Minister and Deputy Minister) of the annual ministerial Federal-Provincial Conference on Tourism which convenes to discuss common issues and concert policies.

Guided by the specific responsibilities of the Minister, as set out in the authoritative statute and annual approval of the tourism program resources and content, plus policy direction given by the Minister and Deputy Minister, the ADM, Tourism, works within the most general of guidelines and is authorized to develop and advance policy proposals and to determine priorities, objectives and operations for the Tourism Program.

DIMENSIONS (Constant Dollars)

Person-Years:

Department	2,200
Sector	141

Sector:

Salary, operating and maintenance budget	\$2,142,400
Program Budget	\$20,200,000

SPECIFIC ACCOUNTABILITIES

- 1 Advises the Minister of State, the Deputy Minister and the Associate Deputy Minister on tourism matters for their information and obtains policy decisions.
- 2 Formulates policies and determines activities to sustain the orderly growth of tourism in Canada, and ensures policies and activities reflect overall federal government policies, departmental policies, tourism trends and developments at home and abroad.
- 3 Ensures that Regional Executive Directors and Federal Economic Development Coordinators in all provinces and dedicated staffs at External Affairs missions abroad contribute to local intelligence trends and developments, are involved in the process which annually determines program plans, and receive information and guidance so that their local operations reflect the national strategy.
- 4 Ensures coordination of tourism program operations with those of provincial/territorial tourism authorities and with those of the private sector to concert all resources to common ends and achieve maximum impact in attaining objectives.
- 5 Ensures harmonization and coordination of all federal tourism-related programs and activities in the national interest of tourism.
- 6 Provides sufficient and effective managerial direction and guidance, by setting goals and objectives, establishing priorities, allocating resources, monitoring performance and generally giving strong leadership.

EVALUATION RATIONALE

ADM, Tourism

KNOW-HOW

- G Mastery of tourism as an international product, including the sectors and sub-sectors which provide the physical basis, attractions and events, marketing and advertising, foreign tourism programs and international agreements and negotiating mechanism; thorough knowledge of provincial/territorial tourism policy, programs and objectives.
- IV Conceptual management of a national program involving provincial/territorial and private sector and foreign elements which are negotiated, developed and implemented through strategies and policies formulated.
- 3 Successful achievement of objectives requires directing and motivating staff, recommending policies and strategies to senior management and to the Ministerial, Cabinet Committee and Cabinet level and establishing and maintaining effective relationships and negotiating with federal, provincial, private sector and foreign officials.
- 920 Middle number reflects expertise required in managing the delivery of a major departmental program.

PROBLEM-SOLVING/THINKING

- G The thinking environment is based on the intent of legislation and broad policy initiatives from Cabinet, Cabinet Committee or Ministerial levels. There is also an impact from foreign and federal/provincial/territorial ministerial meetings.
- 4 Evaluative and constructive thinking required to establish the many linkages, define problems and develop courses of action and alternatives.
- (66) Higher percentage reflects the need to find and set up the mechanisms rather than working through existing mechanisms.

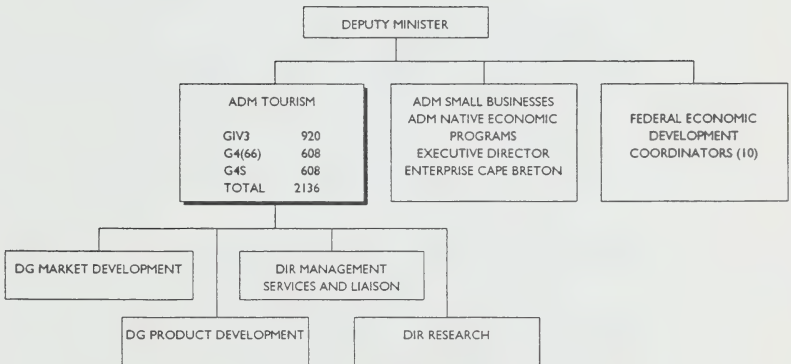
ACCOUNTABILITY/DECISION MAKING

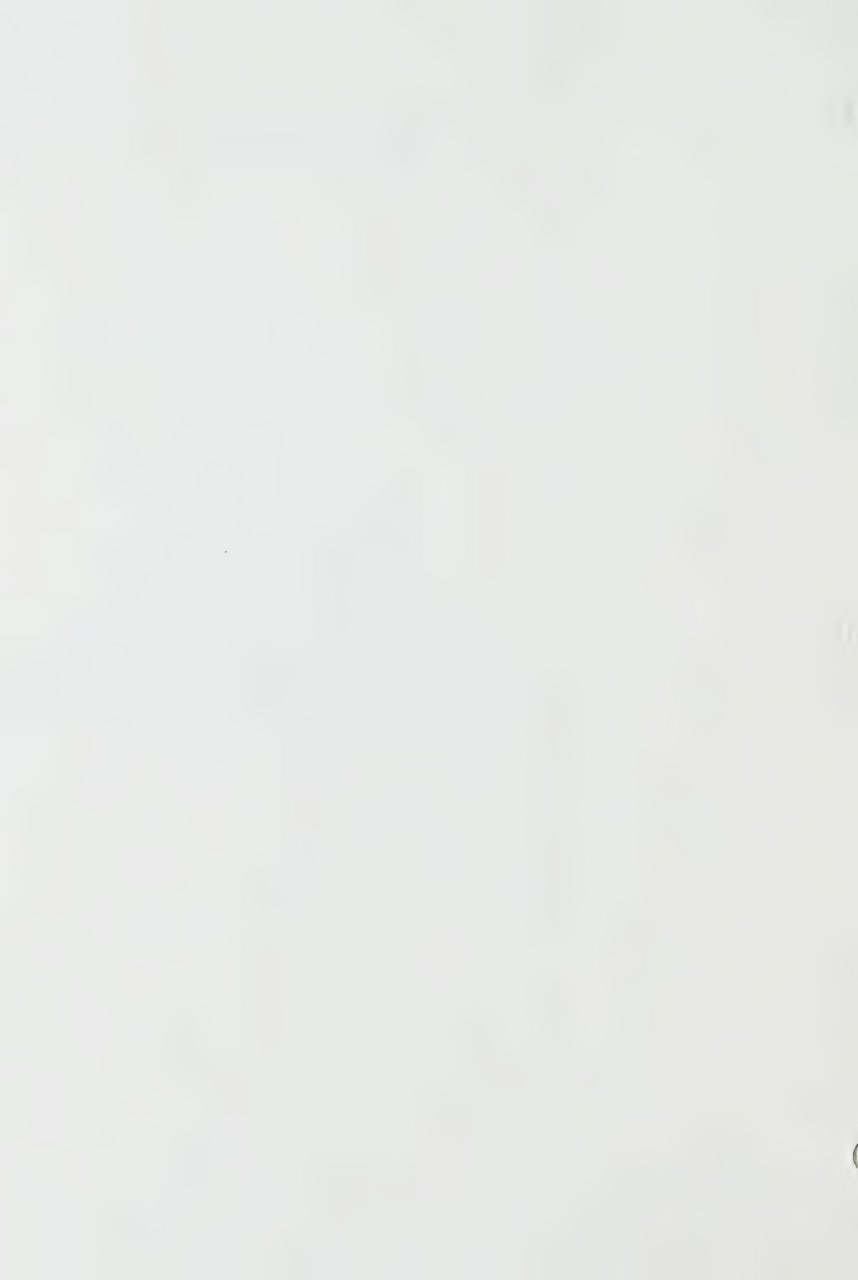
- G Reports to and receives general guidance from a Deputy Minister with general policy direction from Ministerial or higher level.
- 4S The position has a strong contributory impact on the joint federal/provincial tourism programs. The proxy selected to represent these programs is a budget of \$20.2 Mil (constant).
- 608 Middle number is consistent with the degree of latitude in developing and delivering the tourism program in collaboration with provinces.

SUMMARY

GIV3	920	G4(66)	608	G4S	608	2136	0
------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-9-B





GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-7-A

POSITION TITLE: Director General, Occupational Safety and Health (OSH)

GENERAL ACCOUNTABILITY

Is accountable for developing legislation, regulations and regulatory policies/programs for OSH; providing program delivery support; developing statistical information and analysis; negotiating arrangements for program delivery by provincial authorities; promoting uniform OSH standards nationally; representing the Department and federal government nationally and internationally on OSH and injury compensation matters; and developing policy, procedures and legislation pertaining to injury compensation matters.

ORGANIZATION STRUCTURE

This is one of seven positions at the second level reporting to the Assistant Deputy Minister, Operations. The others are: Director, Employment Relations and Conditions of Work; Director General, Fire Prevention, and Fire Commissioner of Canada; Director General, Regional Operations; Chief, Program Services; Chief, Administrative Services; and a Secretary.

Specific functions of the seven positions reporting directly to the Director General are:

Director, Legislative Development and Liaison (Staff of 12) is accountable for developing legislation, regulations and regulatory policies for OSH; and developing and analyzing statistical information.

Director, OSH Programs (Staff of 8) is accountable for developing OSH programs and providing program delivery support; clarifying jurisdictional issues and participating in negotiations for program delivery by provincial/other federal authorities.

Director, Technical Services (Staff of 18) is accountable for providing technical input to legislation/regulations/policies and technical assistance for participating in standards preparation activities, and providing an information service.

Director, Injury Compensation (Staff of 5) is accountable for developing policy, procedures and legislation in the injury compensation areas.

Medical Consultant is accountable for providing input to legislation/regulations/policies/procedures; providing assistance in program delivery and conducting studies on regulatory activities.

Chief, Education and Training (Staff of 5) is accountable for developing OSH and injury compensation education and information packages and developing OSH modules for training.

Head, Branch Services (Staff of 4) is accountable for providing administrative support services.

NATURE AND SCOPE

The Branch provides policy and program development, legislative and regulatory drafting, and research to support Part IV of the Canada Labour Code, functional guidance and technical support including laboratory services, for field operations. The Branch is the focal point within the Department and government on OSH programs and their implementation, as well as for matters pertaining to workers injury compensation.

The achievement of this role requires liaison and consultation within the federal government, with private sector organizations and associations, and major union groups, as well as inter-governmental agencies and institutions. The environment is complicated by the need for regulatory reform to respond to pressures from labour and the public for an increasingly safe and healthy work environment, in a cost conscious manner.

Within this complex environment, the Director General is responsible for planning, developing and managing OSH programs, developing educational/promotional and training materials, and providing functional guidance and technical assistance on OSH issues to field safety personnel in six regions and seventeen districts. The Director General provides the Central Agency with statistical data on work injuries in the Public Service and develops national OSH standards through participation on 33 standards-related committees, through standards associations. The Branch provides annual statistical summaries and analyses of work-related fatalities and injuries for all workplaces in Canada. The Director General is the Chairman of the tripartite User's Committee established by the Department to oversee the operation of a Branch computerized OSH information service.

The Director General represents the Department at international conferences, such as the International Labour Organization and provides work injury statistics and technical expertise at this and other international fora.

The Director General also supports the Department's role in federal/provincial relations promoting more uniform OSH standards nationally, to facilitate a reduction in the estimated \$1.5 billion annual compensation costs in Canada.

The Director General is a member of two national standing OSH Committees, and is a member of the Steering Committee on the tripartite federal/provincial project.

The challenges of the position include determining an optimum regulation/deregulation balance; the consolidation within the Department of all federal OSH activities; the determination of practical solutions to complex problems where there exists a lack of pertinent research data; and the resolution of conflicts presented by various lobby and special interest groups.

A continuing challenge will be to reduce occupational injury and illness in workplaces subject to federal legislation by promoting internal responsibility, and through consultation with national labour and business organizations to promote progressive policies in this field. The incumbent must anticipate new OSH hazards due to research and technological change, and take preventive measures to minimize social and economic impacts. Further, the incumbent must clearly understand the political, jurisdictional, social, economic, technical and medical implications of Branch activities to provide effective direction and advice.

The incumbent is free to commit resources to resolve problems and further departmental program and branch objectives. The program has a direct influence on private sector (federal jurisdiction) and public sector employers and employees, and contributes to the reduction of injury compensation.

DIMENSIONS (Constant Dollars)

Department person-years	887
Person-Years:	55
Salary, operating and maintenance budget:	\$632,500

SPECIFIC ACCOUNTABILITIES

- 1 Manages and directs the Branch and its programs in an efficient and effective manner.
- 2 Analyses complex occupational safety and health issues, and recommends on remedial actions.
- 3 Develops legislation and regulations, and provides timely Cabinet documents required for policy decisions to reduce occupational safety and health problems.
- 4 Represents the Department in consultations with labour, employer government and business stakeholders to obtain their views, articulate the Department's position, and to jointly develop new programs.
- 5 Ensures that the need for OSH-related education, technical information, training and promotion in Canada is met.
- 6 Provides effective advice, functional guidance and technical services to six regional and seventeen district offices of the Department.
- 7 Analyses federal workers' injury compensation issues, provides policy assessments, proposals and legislative amendments to facilitate equitable workers' compensation.



EVALUATION RATIONALE

Director General, Occupational Safety and Health

KNOW-HOW

- G Mastery of concepts, principles, techniques and programs in the wide field of occupational safety and health, including such areas as mining and structural engineering, occupational medicine, program evaluation, education and training, OSH legislation and administration.
- III Development and coordination of occupational safety and health measures in both the public and private sectors, to improve the working conditions of all Canadian workers including technical research, jurisdictional clarification, development of standards and legislation, occupational medicine, education and training.
- 3 Successful achievement of objectives requires the incumbent to establish and maintain effective working relationships with some 33 technical committees, federal agencies, provincial departments and international organizations; and motivate 55 specialists.
- 700 Middle number recognizes that the breadth of professional knowledge required as the Department's and government's authoritative source of knowledge in the occupational safety and health fields represents a specialized mastery.

PROBLEM-SOLVING/THINKING

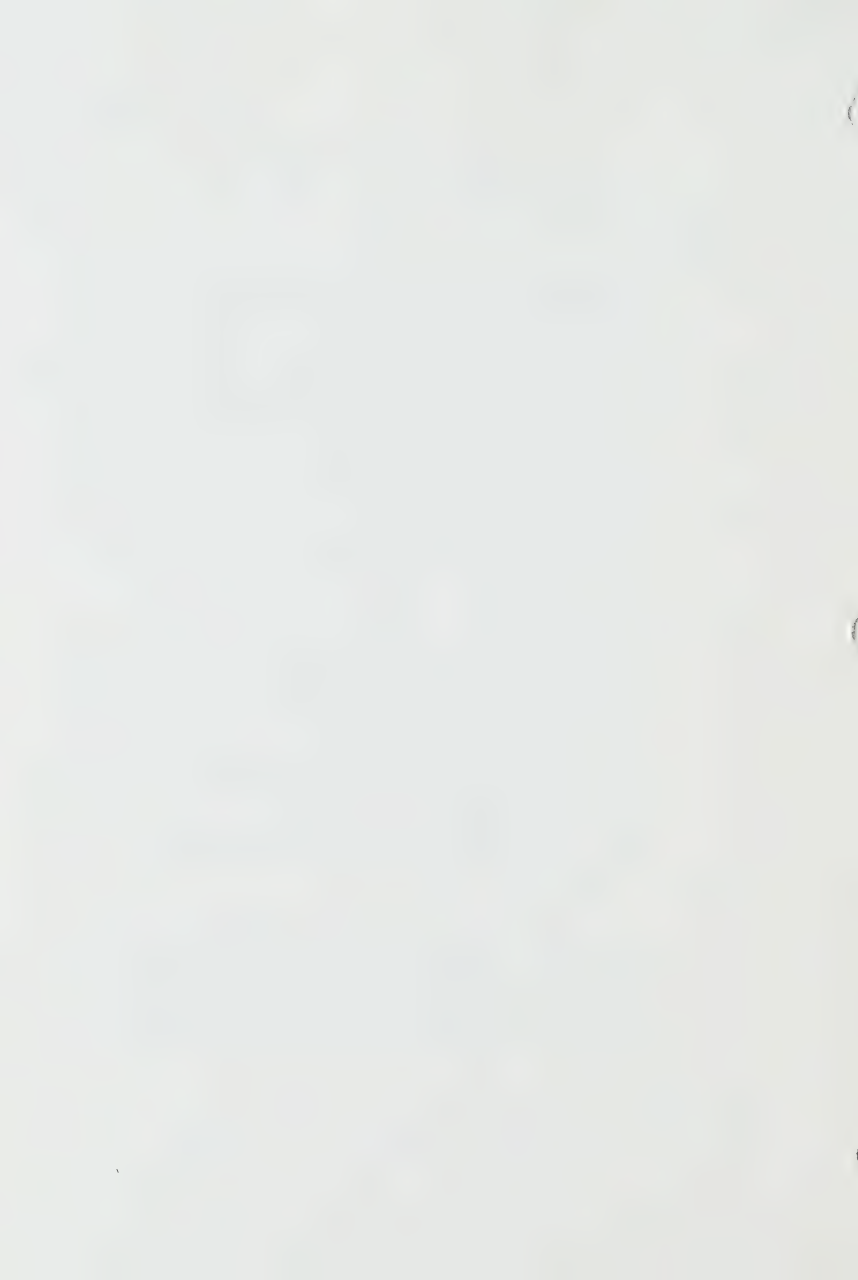
- F Thinking under general direction within broad policies and objectives in wide field of technical and engineering research, hygiene, regulatory code development, technical consultation, jurisdictional studies, legislation/standard development, accident prevention, statistical analysis, injury compensation, education and training, occupational medicine and related services
- 4 Work requires analytical, evaluative, constructive thinking in developing sound approaches to complex problems in such diverse fields of occupational health and safety, as occupational medicine; education and training advice, development of new standards and legislation.
- (57) Higher percentage is consistent with the responsibility for designing OSH policy for government with specific reference to federally-regulated industries.

ACCOUNTABILITY/DECISION MAKING

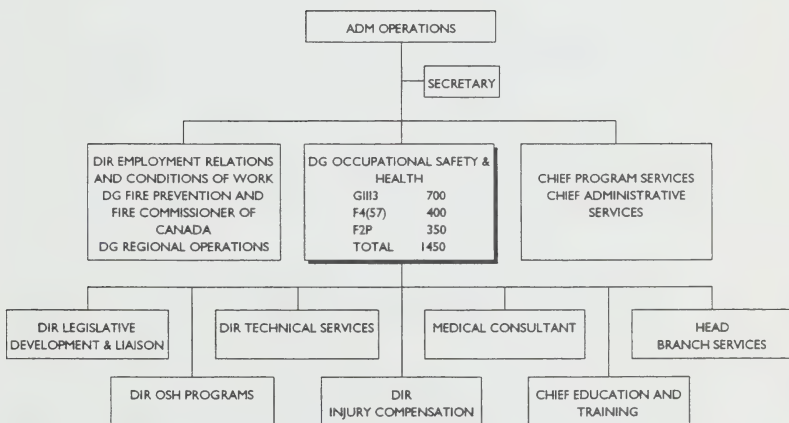
- F Reports to the Assistant Deputy Minister, Operations who provides general managerial direction. Accountable for promoting improved occupational safety and health for all Canadian workers, including policy and program development.
- 2P The position has a prime responsibility for OSH programs. The proxy selected to represent these programs is an operational budget of \$632,500 (Constant).
- 350 Highest figure reflects the inherent freedom to act in managing a broad, national program.

SUMMARY

GIII3 700	F4(57) 400	F2P 350	1450	P1
-----------	------------	---------	------	----



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-6-A

POSITION TITLE: Regional Director General, Ontario

GENERAL ACCOUNTABILITY

Is accountable for the advancement of federal telecommunications objectives; developing, promoting, and managing projects related to research, space, culture and telecommunications policy development; efficient and effective management of regional programs in the management of the spectrum, and the provision of telecommunications services to federal departments.

ORGANIZATION STRUCTURE

This is one of nine positions at the second level reporting to the ADM, Spectrum Management and Regional Operations. The others are: Directors General, Engineering Programs; Broadcasting Regulations; Radio Regulatory; Atlantic; Quebec; Central; Pacific; and Director, Policy, Sector Planning and Assessment.

Specific functions of the six positions reporting directly to the Director General, are:

Manager of Operations (Staff 80 to 120) is responsible for regional operations in the evaluation and licensing of radio installations; enforcement of radio regulations; resolution of radio interference; spectrum monitoring; and the development of intra-regional policies, standards and procedures.

Regional Manager, Government Telecommunications (Staff of 18) directs the design, installation and orderly growth of local networks; provides regional guidance on intercity networks and advisory services to federal government departments and agencies on a cost-recovery basis; and promotes and develops plans for the efficient use of telecommunications in the Region.

Regional Manager, Engineering (Staff of 10) directs the evaluation and licensing of broadcast and microwave stations, provides engineering advice and carries out engineering studies in support of all programs in the Region.

Regional Manager, Finance and Administration (Staff of 16) exercises the comptroller's function over resources allotted to and revenue collected by the Region; provides administrative support for procurement, northern housing, telecommunications services, inventory control, accommodations management, security, and word and data processing.

Regional Manager, Personnel (Staff of 7) directs personnel activities in the Region in classification and organization, human resource planning, recruitment and staffing, development and training, staff relations, pay and benefits, equal opportunity and official languages programs.

Manager, Program Development and Policy Analysis (Staff of 5) manages regional program development and policy analysis; directs regional emergency telecommunications planning; develops and manages departmental research, space, culture and policy development programs in the Region; maintains cooperative working relationships to promote departmental objectives and programs; provides functional guidance to District Managers on field activities related to program development and policy analysis.

NATURE AND SCOPE

The Regional Director General, as the senior federal government official in the sector, must constantly be in a position to appreciate the development of events and to influence their outcome. In this role, the RDG acts as a sensor for the need for changes in public policy, and is a contributor to and a sounding board for the policy development process. The numerous relations the RDG maintains with the provincial government, all sectors of the telecommunications industry, various public users, professional organizations and universities, enable him/her to acquire broad familiarity with the major issues, knowledge of the Region's socio-economic makeup and its cultural and political distinctiveness, and to solve policy, licensing and enforcement problems, explain Department policy and programs and reflect client views and plans to Headquarters for consideration in policy development.

The Regional Director General is a member of the Sector Management Team and participates with Headquarters directors general in the formulation of sector, long range objectives and plans, and provides comments, critical advice and alternatives in the identification and development of policies, plans and procedures.

The major factors that bear on the success of the program and the achievement of expected results are the uncertainties of jurisdiction, the necessity of incorporating provincial views in regional decisions, rapid technological change resulting in new devices and reduced costs, changing institutional relationships, new regulations, new services, greater public tendency to ignore regulations, increased public expectations and limited resources.

In the event of a military emergency, the Regional Director General develops plans for the direction and deployment of all non-military communications facilities in the Region.

The rapidity of technological and institutional change is particularly difficult for regional staff who are called on to respond to both those who wish to place in service new devices, or new techniques which are not yet permissible or those, such as police departments, who demand application of the letter of the law even though the services they seek to restrict are widely available. The Regional Director General uses persuasion to reach a mutually satisfactory solution.

Common carriers and cable undertakings wish to have little or nothing to do with each other. This leads to conflict on extensions of service and delays in provision of authorized services to the public. The Regional Director General must explain delays and the Departments' position, and attempt to mediate a solution.

The demand for extended services to the rural and remote communities coupled with the availability of new devices such as the earth stations, and the decreased cost of some services finds many entrepreneurs establishing facilities outside the regulatory framework, resulting in regulatory and enforcement problems at an unprecedented level.

The very rapid growth in the general use of telecommunications in a time of declining resource availability is a major challenge. Growth is reflected in applications for new radio systems requiring new spectrum allocations and incorporating new security and communication techniques and requests for advice and assistance from a public generally unaware of the opportunities and problems created by the new technology.

Decisions affecting the users of the radio spectrum may have wide ramifications. The radio frequency spectrum is a natural resource, in theory open to use by anyone, but in practice limited as to the number of available frequencies. Applicants exert pressure on their political representatives to have a decision revised, in particular if it goes against important monetary interests.

Under present legislation and regulations, the Regional Director General has authority to suspend radio station operations; to initiate prosecution action under the Radio Regulations; to deny issue or re-issue of a licence for cause, and to cancel licenses for non-payment of fees. The position can require licensees to allow inspection of their stations at all reasonable times, and is authorized to have a search warrant raised where illegal use of radio apparatus is suspected. The Regional Director General also has authority to issue licenses and enforce regulations. The position recommends approval-in-principle of new microwave systems having national implications, and on applications where an appeal is expected or where a provincial government or carrier is known to be opposed to the recommended course of action.

The incumbent provides the Senior Management Committee with an evaluation of the changes in posture of provincial governments, broadcasters and carriers toward current policy issues in communications, and of problems created by decisions of provincial regulators, and provides recommendations for departmental positions on initiatives taken by broadcasters and entrepreneurs that are beyond the scope of existing policy. The incumbent also advises Assistant Deputy Ministers on initiatives and opportunities in the Region, with an evaluation of regional projects which are part of their respective programs.

The incumbent has continuing contact with senior management of broadcasters, cable undertakings, common carriers and the major users of radio, where problems related to the planning of facilities are discussed and resolved. The Regional Director General meets with representatives of smaller communities to discuss and explain the opportunities and regulatory problems associated with the extension of broadcast services, and meets with provincial communications departments to explain and determine reactions to new federal initiatives by the Department or regulator. The RDG also serves as departmental representative on standing committees on communications in the Region.

DIMENSIONS (Constant Dollars)

Department person-years	2,449
Number of staff	180
Salary, operating and maintenance budget	\$2 million

SPECIFIC ACCOUNTABILITIES

- 1 Provides a focal point in the Region for common carriers, broadcasters, the electronic industry, provincial governments and universities, to resolve problems, discuss future plans and indicate need for regulatory or policy revision; and recommends on the formulation of departmental policy, regulations and procedures.
- 2 Initiates and advances the shared use of public telecommunications networks, by conducting technical and socio-economic studies and persuading applicants to use networks.
- 3 Directs the Spectrum Management Program by developing and offering to the public services in licensing, inspection, interference control, radio monitoring and regulations enforcement.
- 4 Provides advice and assistance to federal government agencies in matters of telecommunications, by managing local and inter-city networks and offering advisory services on a cost-recovery basis.
- 5 Ensures the efficiency and effectiveness of regional operations, by evaluating performance, refining work methods, and redeploying resources as appropriate.
- 6 Develops and maintains emergency communications plans, in cooperation with federal and provincial government officials in the Region.
- 7 Creates, implements and manages special programs in connection with telecommunications development in remote or northern areas, and the development of communications skills in native peoples.

EVALUATION RATIONALE

Regional Director General, Ontario

KNOW-HOW

- F Extensive knowledge of all communications, arts and culture programs of the Department to direct their effective and efficient implementation in the region.
- III Operational management and coordination of national programs in a large region, with varied objectives including licensing of radio installations, resolution of regulatory problems, managing telecommunications and encouraging research.
- 3 Successful achievement of objectives requires the incumbent to direct and motivate a staff of 180 and to resolve regulatory problems raised by provincial government(s) and the private sector.
- 608 Highest number reflects a high level of expertise in a variety of areas including highly technical ones in order to deliver all departmental programs in a large region.

PROBLEM-SOLVING/THINKING

- F Thinking within the national policy framework and departmental objectives, develops regional policies and programs.
- 4 Analytical and constructive thinking is required to resolve regulatory problems, to encourage effective research and opportunities for industrial development within the region.
- (50) Lower percentage is consistent with the guidance available from national policies.

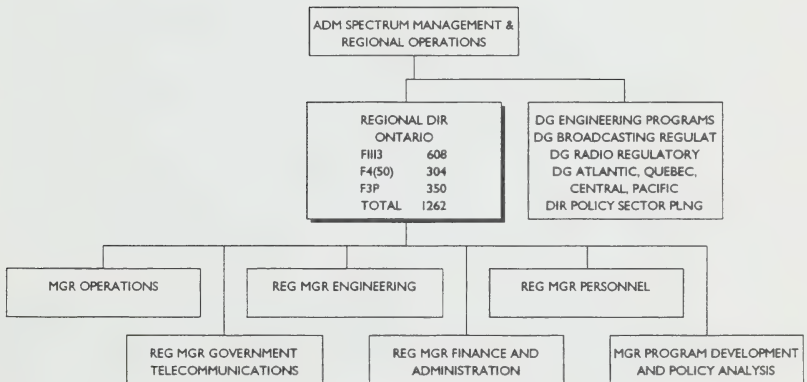
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, is broadly subject to functional policies and goals. Recommends changes to policies as a member of their Headquarters management committee and manages a regional program.
- 3P The position has a primary impact on the regional program. The proxy selected to reflect this program is a budget of \$2 million (constant).
- 350 Lowest number reflects the latitude the position has within the Region, advice it provides on policy development and the size of budget.

SUMMARY

FIII3 608	F4(50) 304	F3P 350	1262	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-5-A

POSITION TITLE: Regional Director, Capital Region

GENERAL ACCOUNTABILITY

Is accountable for the effective management of programs and resources directed toward the amelioration of occupational safety and health; employment benefits; labour/management relations; and fire prevention, through the administration and delivery of legislative and non-legislative programs, and the development and application of sound operational policies and practices.

ORGANIZATION STRUCTURE

This is one of six positions at the second level reporting to the Director General, Regional Operations. The others are: Regional Directors, Atlantic; St. Lawrence; Central; Mountain; and Great Lakes Regions.

Specific functions of the five positions reporting directly to the incumbent are:

Chief, Operations (Staff of 8) is responsible for the planning, control and co-ordination of Labour Affairs Officers engaged in providing services to the public in such matters as Conditions of Work, Employment Standards and Fair Wages, Occupational Safety and Health and other programs, to promote and protect the well-being and rights of workers and to improve the industrial relations climate.

Chief, Fire Prevention (Staff of 13) is responsible for providing technical review and inspection, education and training to departments and other enterprises within federal jurisdiction, ensuring federal installations are inspected and employees trained in prevention and evacuation, and investigates fires.

Head, Administrative Services (Staff of 4) is responsible for the provision of financial control systems, and supervising the provision of financial, personnel, and other support services.

Technical Advisors (Staff of 2) are responsible for the provision of advice in matters of Occupational Safety and Health, Conditions of Work (Standards) and Labour Affairs; providing input to the development of legislation, policy and programs, by participating in standing committees.

NATURE AND SCOPE

The Capital Region includes the National Capital Region and Ontario, from the Quebec border to Kingston and North of the St Lawrence.

There are approximately 3,300 work establishments in the Region within the Department's jurisdiction, to implement and administer the Canada Labour Code, Parts III and IV; the Fair Wages and Hours of Labour Act, the Government Employees Compensation Act and a fire prevention program. This is achieved by such functions as inspection of workplaces and company pay records; investigation of accidents, complaints and fires; technical survey of work environments, etc.

The functions are performed by Labour Affairs Officers and are aimed at achieving the Department's objective of promoting and protecting the rights of parties involved in the world of work and an equitable access to employment opportunities.

The Regional Director plans, organizes, establishes priorities, and defines the policy within which present programs will be delivered and future workplans developed. The incumbent represents the Department and its programs, through meetings with Deputy Ministers and other senior officials of the provincial government, senior officers in management, unions, and the Public Service.

Through a regional and departmental management information system, the Regional Director monitors the activities and evaluates them for effectiveness and efficient action against criteria included in program plans. The incumbent manages the organization and resources, with efficiency and effectiveness.

The major challenges of this position are the continuing development of new approaches to the administration of legislated programs.

The Regional Director is vested with the authority to judge, permit or direct, compliance with the Canada Labour Code and/or regulations. This includes determining acceptable safety and health precautions, the circumstances in which prosecutions should be undertaken, and whether or not a complete shutdown of an establishment or operation should be ordered. The incumbent has total authority and discretion to make these decisions, balancing the welfare of workers in industry with those of the social and economic well-being of the community.

The Regional Director meets with Heads of Corporations, Senior Officials of the Central Agencies, the Administrator of the House of Commons, provincial Deputy Ministers of Labour, and union representatives, to discuss compliance program with respect to the Canada Labour Code.

DIMENSIONS (Constant Dollars)

	<u>PRIMARY</u>	<u>INDIRECT</u>
Department Person-Years	887	
Number of Staff	27	
Salary, operating and maintenance budget	\$299,214	\$1.7 Bil

The indirect costs of \$1.6 billion (Constant) are associated with the salaries of employees covered by the regulations, as well as over \$0.1 billion of buildings and equipment, all of which can be indirectly affected by the decisions of the Regional Director.

SPECIFIC ACCOUNTABILITIES

- 1 Plans, organizes and controls regional human and financial resources.
- 2 Protects the rights of the parties in the world of work, and promotes a working environment conducive to physical and social well-being.
- 3 Collaborates in the development of cooperative federal-provincial relations in labour affairs, by direct contact with senior officials of provincial labour departments, other departments, Boards and Commissions sharing these interests.
- 4 Implements a program of building plan review for federal property.
- 5 Develops and implements a program of inspection for OSH, including fire prevention, and development of a regional education program.
- 6 Contributes to an understanding through a program of education and promotion, of an acceptance of enforcement responsibilities, by meeting with senior representatives of management and unions.
- 7 Negotiates reasonable costs of services performed by the provincial government and its agencies, or by private contractors, and oversees the monitoring of all such agreements.
- 8 Ensures that the policies and programs developed by the Department are compatible with the capabilities of the Region.
- 9 Represents the Department in the Region to ensure a respected federal presence in labour affairs.

EVALUATION RATIONALE

Regional Director, Capital Region

KNOW-HOW

- F Extensive knowledge of all aspects of labour-management relations, with particular emphasis on labour standards, occupational health and safety and fire prevention; in-depth knowledge of social conditions within the Region, and seasoned experience and sensitivity in dealing with senior levels of governments, Members of Parliament, management groups, and trade unions.
- III Co-ordinates and directs the delivery of Department's programs, other than mediation and conciliation, throughout the Region.
- 3 Successful achievement of objectives requires the incumbent to direct and motivate a staff of 27 dealing with senior level contacts both within and outside government.
- 528 Middle number reflects the expertise required to deliver all the programs of the Department in highly sensitive areas to a fairly homogeneous region.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies in planning, delivery of programs, and achieving departmental objectives.
- 4 Analytical and constructive thinking necessary in developing and carrying out programs in the fields of working conditions, occupational safety and health and fire prevention.
- (50) Lower percentage reflects the guidance available from national policies.

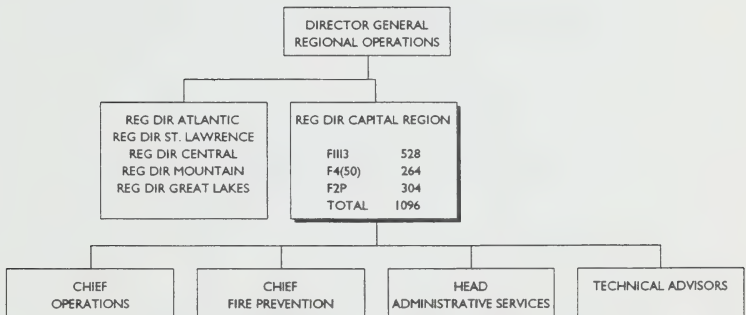
ACCOUNTABILITY/DECISION MAKING

- F Regional Director has total authority and discretion to make decisions balancing the welfare of workers in industry and Public Service with those of the social and economic well-being of the community.
- 2P The position has a primary impact on program results. The proxy selected to represent these results is an operating budget of approximately \$299,214; indirect impact on costs of \$1.6 billion associated with salaries of workers covered by regulations, and \$0.1 billion of buildings and equipment.
- 304 Middle number is consistent with the authority of the position in regulatory matters and the size of the budget.

SUMMARY

FIII3 528	F4(50) 264	F2P 304	1096	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SB-4-A

POSITION TITLE: Director, Arbitration Services

GENERAL ACCOUNTABILITY

Is accountable for managing a service to establish, monitor and report on quasi-judicial tribunals constituted to arbitrate and adjudicate labour disputes pursuant to the Canada Labour Code.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the ADM Mediation and Conciliation Services. The others are: Director General, Mediation and Conciliation; Director, Technical Support and Operational Research; Director, Legislative and Special Projects; and an Executive Assistant.

Specific functions of the four positions reporting to the Director, are:

Senior Arbitration Officers (Staff of 4) is responsible for investigating and reporting on applications for third party assistance; promoting new techniques and initiatives to resolve disputes; and co-ordinating legal research.

Arbitration Services Officer (Staff of 1) is responsible for assisting senior officers in the investigation of applications for third party assistance and contributing to the preparation of Branch publications.

The Director directs and supervises officers of the Mediation and Conciliation Branch when they are assigned to Arbitration Services.

NATURE AND SCOPE

The Branch has the responsibility, under the Canada Labour Code, for the establishment, monitoring and reporting of tribunals which arbitrate disputes over the application, interpretation or violation of collective labour agreements; adjudication of complaints of alleged "Unjust Dismissal" made by employees who are not subject to collective labour agreements; and the arbitration of Adjustment Programs.

The Branch establishes and provides tribunals, as well as parties to proceedings, with formal initiation, monitoring, reporting and accounting structures and services to achieve the orderly resolution of disputes. The Branch also provides legal information to representatives of the industrial relations community, on legislative initiatives and developments in arbitral jurisprudence.

The Director manages and controls the daily operations of the Branch; intervenes in critical situations to defuse potentially volatile problems; regularly reports to senior management on the status of third party arbitration/adjudication assistance initiatives; and formulates recommendations on referrals of disputes to third parties.

The Director promotes innovative techniques and mechanisms aimed at improving the grievance resolution and arbitration systems and mechanisms in major national industries. The Director establishes recruiting, training and upgrading programs to maintain and enhance the professional competence of Arbitration Officers.

The position is responsible for directing legal research activities channelled into a monthly Branch publication which reports, comments and summarizes jurisprudence emanating from the courts and tribunals. These reports are used by lawyers and tribunals required to cite or rely on legal precedents in the course of the proceedings.

The Director evaluates operational achievements, identifies problems, and recommends changes to legislation, regulations and policies in other jurisdictions, as well as on arbitration developments and activities of employer and employee organizations.

The incumbent liaises frequently with the Office of the Director General, Regional Operations, in the field, to resolve operational problems. Ongoing contacts are also maintained with parallel services, boards or agencies in other Canadian jurisdictions, to discuss issues of common interest. The position requires frequent contacts of an advisory nature with senior representatives of management and trade unions in industries under federal jurisdiction.

DIMENSIONS (Constant Dollars)

Department Person-Years	887
Number of Subordinate Staff Years:	7
Operating Budget (Including Salaries)	\$70,025

SPECIFIC ACCOUNTABILITIES

- 1 Directs the administration of related provisions of the Canada Labour Code emanating from this legislation, by establishing and monitoring quasi-judicial proceedings, and exercising judgement in selecting the most qualified persons for appointment.
- 2 Directs and co-ordinates the activities of staff, and administers allocated financial resources in an efficient and effective manner.
- 3 Participates in the resolution of critical disputes where strike action over grievances is threatened.
- 4 Facilitates the grievance resolution and arbitration process, by promoting innovative grievance resolution and arbitration mechanisms.

NUMBER: SB-4-A

- 5 Directs the development and implementation of a legal research and information program to assist legal practitioners participating in arbitration/adjudication proceedings
- 6 Evaluates internal procedures and practices and recommends changes to departmental policies, legislation and regulations.

EVALUATION RATIONALE

Director, Arbitration Services

KNOW-HOW

- F Extensive and specialized knowledge of the legal field related to labour arbitration and adjudication sufficient to provide effective direct intervention in critical situations to defuse potentially volatile labour problems and to provide innovative techniques and mechanisms aimed at improving the grievance resolution and arbitration systems and mechanisms in major national industries. Knowledge is also required to advise on recommended changes to legislative and regulatory provisions, orientations and policies in other jurisdictions.
- II Operational and conceptual management of related activities which are relatively similar in nature.
- 3 Successful achievement of objectives requires the position to intervene in potential labour disputes and to instruct, guide and motivate subordinates.
- 460 Highest number recognizes near mastery of a specialized field as the federal government expert in arbitration.

PROBLEM-SOLVING/THINKING

- E Thinking is within clearly defined policies on arbitration and adjudication matters. Makes recommendations to change legislative and regulatory provisions and provides legal information to representatives of the industrial relations community.
- 4 Analytical and evaluative thinking in assessing client requests for arbitration and adjudication services, in formulating unique solutions to defuse volatile labour issues and recommend changes to legislation and regulations.
- (43) Lower percentage is consistent with a position whose activities are guided by a framework of precise policies and regulations.

ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Senior ADM, Mediation & Conciliation Services, is subject to well-defined objectives and is accountable for directing and controlling a service providing for the establishment, monitoring and reporting of quasi-judicial tribunals constituted to arbitrate and adjudicate labour disputes.
- 1P The position has a primary impact on the provision of the service. The proxy selected to represent this service is an operating budget of \$70,000 (Constant).
- 175 Highest number is consistent with degree of latitude in delivering a single program of the Department nationally and the size of budget.

SUMMARY

FII3 460

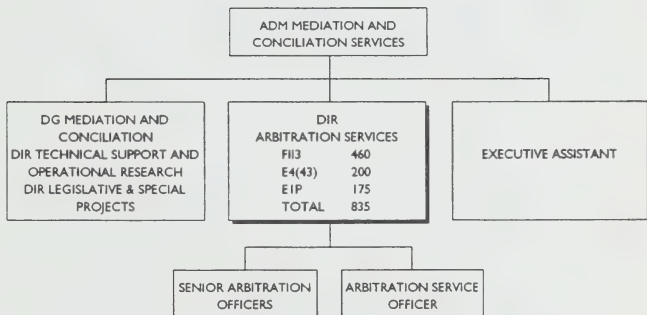
E4(43) 200

E1P 175

835

P1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SB-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-9-A

POSITION TITLE: Executive Director, Ontario Region

GENERAL ACCOUNTABILITY

Is accountable for the effective implementation of the Department's policies and programs in the Region; the effective functioning of operations within the provincial labour market; effective field inputs into policy deliberations to ensure that regional operations meet the social and economic needs of the communities in the Region; the administration of legislation and agreements relating to all departmental programs and services; the effective co-ordination of the aforementioned with provincial, municipal and private sector authorities.

ORGANIZATION STRUCTURE

This is one of 20 positions at the first level reporting to the Deputy Minister/Chairman. The other 19 are: Executive Secretary, Assistant Deputy Minister Strategic Policy and Planning, Executive Directors Immigration; Insurance; Canadian Jobs Strategy; Systems and Procedures; Personnel; Finance and Administration; Director General Public Affairs, Executive Director Quebec Region, and eight Regional Directors General for each of the remaining eight regions.

Specific functions of the ten positions reporting to the Executive Director are:

Director General, Operations (staff of 5,063) is accountable for the delivery of all the Department's programs and services relating to employment, and unemployment insurance to our clients, both employees and employers, in the most efficient and effective manner, including technical and specialist services in support of the Department's employment and insurance programs and for delivery of client and project based programs.

Director General, Immigration (staff of 809) is accountable for the delivery and implementation of the departmental immigration program within the Region by effectively managing immigration activities related to facilitation, enforcement, control, recruitment, selection and settlement in accordance with departmental policies and the Immigration Act.

The Director General, Programs (staff of 170) is accountable for the development and implementation of long-range strategies and policies relating to human resource development, labour market and community adjustment, foreign worker recruitment and Employment Equity including: negotiation with the Province, public and private institutions for the purchase of adult training programs; for overall regional planning, budget allocation for the delivery of Canadian Job Strategy training, community and industrial adjustment programs; and for providing functional advice and guidance to Canada Employment Centres on CJS programs.

Director, Personnel (staff of 120) is accountable for the planning, co-ordination and administration of a personnel program for a Region with approximately 6,700 permanent and casual employees.

Director, Economic Services (staff of 29) is accountable for a comprehensive program of economic and labour market analysis and occupational projections in the Region and co-ordinating regional evaluations of program and project effectiveness.

Regional Manager, Public Affairs (staff of 11) is accountable for developing and implementing an information plan specific to the Region.

Director, Finance (staff of 150) is accountable for the Region's financial management process in accordance with Commission and program requirements, including the program planning and budgetary process.

Director, Administration (staff of 70) is accountable for the regional administration services program which provides support services to Regional Office, as well as approximately 383 field points of service which affects approximately 6,700 permanent and casual employees.

The Director, Regional Sub-Headquarters (staff of 240) is accountable for the Regional Sub-Headquarters, located in Belleville, which is responsible for the provision of EDP services, and the issuance and delivery of Unemployment Insurance warrants to all Ontario and interstate claimants; in addition, has administrative responsibility for data communications, micrographics production and distribution, and warehousing.

Director, Operational Review, Analysis and Management Service (staff of 34) is accountable for operational review of the effectiveness and efficiency of the management and delivery of regional programs and services in the Canada Employment Centre and Canada Immigration Centre local offices, for providing management advisory services, for managing the microcomputer information and training centre, for developing management information systems including computer software packages.

NATURE AND SCOPE

Within the Department's decentralized organizational framework the Executive Director is the action link between the Department and Headquarters units with their policy development responsibility and regional management responsibility for the delivery of employment and immigration services, special programs and specialized support activities. The position also serves as the co-operative link with business, labour and provincial authorities, other federal departments, institutions and groups whose interests involve mutual participation in programs and activities designed to improve and strengthen the functioning of the labour market.

Inherent within the position's responsibility is the capacity to formulate and make decisions on issues having policy implications, to promote and safeguard the interests of the government of Canada and to resolve the sometimes conflicting requirements between federal and provincial interests and public/private interests. The extension of this capacity is to provide appropriate regional inputs into policy formulation at Headquarters.

In the capacity of the Department's senior executive officer in the Region, the Executive Director serves as principal advisor to the Commission on all employment and immigration policies and programs at the regional level.

The incumbent participates as a member of the Department's Executive Committee in the development of revised or new employment policies and programs which represent a response to overall labour market issues of concern to the Department and other participating federal, provincial and municipal agencies within the Region. He/she examines proposals concerning operational policies, systems and legislative change. The Executive Director ensures regional input into national policy and program development.

The Executive Director represents the federal position, policies and interests in areas of real or potential conflict with senior representatives of the public and private sector.

Within the region, he/she provides authoritative interpretation of pertinent legislation and derived regulations and departmental policy directives and achieves understanding and acceptance of such interpretations in the administration of programs. The incumbent provides program and personnel evaluations and makes recommendations for changes in the acts and regulations of employment and immigration programs based on the effectiveness of current legislation, demands and needs specific to the Region.

The Executive Director's representational responsibilities involve direct contacts with a variety of private and public sector officials such as the Premier, Ministers, and political, business and labour leaders. Working relationships must be initiated and maintained with senior officials of the Department, and of both the private and public sectors in order to achieve joint co-operation and co-ordination of programs and policies. He/she is required to make presentations and speeches on behalf of the Minister and the Deputy Minister and represent them at both public and private addresses and functions.

The incumbent is also required to maintain close relationship with officials from provincial departments and crown corporations in order to resolve conflict, to negotiate and commit the Department to definitive courses of action, and to persuade acceptance of departmental viewpoints.

The Executive Director also has major responsibilities for providing information, explaining policy interpretations, pursuing public relations activities and promoting the Department's programs involving contacts with senior officials of provincially based labour unions, industries, institutions and organizations including community action groups.

DIMENSIONS (Constant Dollars)

Number of staff:	6,700 - located in 383 points of service.
Salary, operating and maintenance budget:	\$ 87.8 million
Program Funds:	\$104.2 million
Benefit Payments:	\$507.7 million

SPECIFIC ACCOUNTABILITIES

- 1 Plans and implements management programs, practices and support functions to achieve a harmonious and efficient network of services capable of effective short and long-term response to labour market issues, community needs and immigration reception, settlement and control demands.
- 2 Optimises the use of staff years, money and material allotted to the Region in order to meet program needs.
- 3 Insures the adequate balance between service and control in the Insurance function, and between programs and sub-programs in the Employment function, humanity and the national interest in the Immigration function, as well as overall balance in the three major functions (Employment, Immigration and Insurance).
- 4 Provides appropriate regional inputs into policy formulation through the Executive Committee and the Chairman/Vice-Chairman.
- 5 Represents the federal position within the Region to public and private sector organizations and to labour groups.
- 6 Promotes and ensures that an effective and efficient quality of service is provided to all departmental clients.
- 7 Provides authoritative interpretations of pertinent legislation and derived regulations and departmental policy directives.

EVALUATION RATIONALE

Executive Director, Ontario Region

KNOW-HOW

- G Mastery of three distinct programs (Employment, Unemployment Insurance, and Immigration) of Department/Commission; seasoned understanding of provincial labour market; wide exposure and acute sensitivity to social and economic needs of communities within region; proficiency in relevant legislation and agreements relating to all Commission programs and services provided within region; sound understanding of organization structure of provincial and regional governments; keen appreciation of effect of pursuing one or more courses of action within political and social milieu of region.
- IV Coordination conceptually and operationally of significant and substantially diverse programs in a region of over 350 points of service.
- 3 Successful achievement of objectives requires advising headquarters on all facets of departmental policies and programs at regional level, representing federal position, policies and interests in areas of real or potential conflict with senior representatives of public and private sector.
- 920 Middle number reflects the breadth of managerial expertise required to deliver all major programs of the Department in the region.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined policies in each of three programs with responsibility to tailor them to local conditions and regional priorities.
- 4 Evaluative thinking arises from responsibility for high-profile, politically sensitive programs; requirement for analytic, constructive and imaginative approaches to resolve problems arising within regional context.
- (66) Higher percentage reflects the requirement to adapt all departmental programs to the special requirements of a highly diversified, complex region.

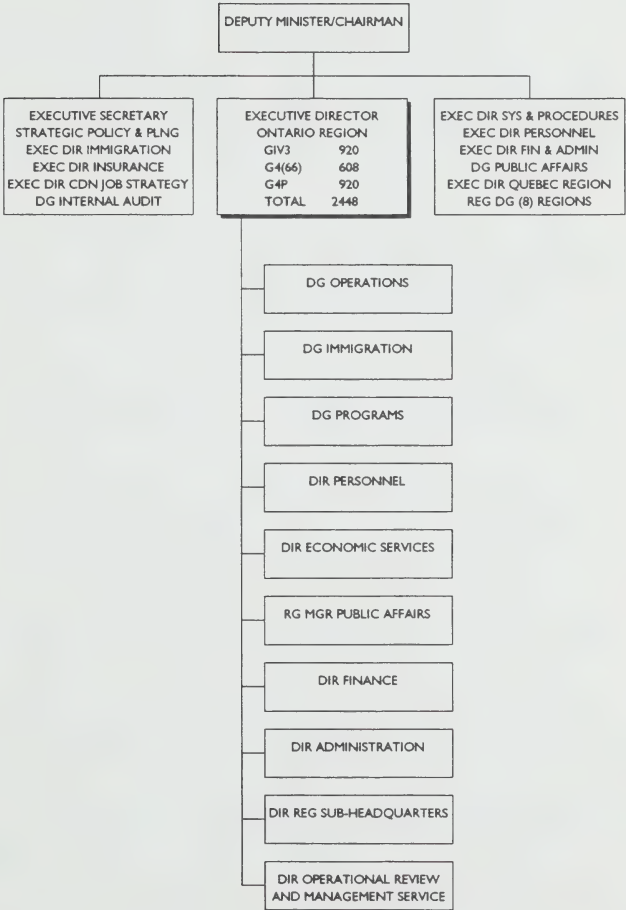
ACCOUNTABILITY

- G Reporting directly to the Deputy Minister/Chairman, functions with substantial independence in dealing with provincial authorities, various interest groups among regional population and business/industrial sector; chief point of contact for problems, questions, pressure with regard to federal programs of immigration, employment, and unemployment insurance. Participates as a member of the Commission's Executive Committee.
- 4P The position has a primary impact on regional programs. The proxy selected to represent these programs is an operating budget of \$87.8 million (Constant).
- 920 High number reflects size of budget and a significant influence on program disbursements of \$104 Mil (Constant).

SUMMARY

GIV3 920	G4(66) 608	G4P 920	2448	A3
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-7-A

POSITION TITLE: Director General, Regional Operations

GENERAL ACCOUNTABILITY

Is accountable for planning, organizing, coordinating, implementing and evaluating survey collection, data processing and information dissemination services in regional and satellite offices across Canada; for planning and implementing long-term programs to regionalize operations and services; and for the field collection and operations programs of the Censuses of Population and Agriculture (once every five years).

ORGANIZATION STRUCTURE

This is one of three positions at the second level reporting to the Assistant Chief Statistician, Communications and Operations; the other two are the Director General, Headquarters Operations Integration and the Director General, Marketing and Information Services.

Specific functions of the positions reporting to the Director General, Regional Operations are:

Director, Survey Operations (Staff of 45) is responsible for managing the development, implementation, monitoring and evaluation of approximately 110 national sample surveys and censuses; for the collection and processing of economic and social data undertaken in the Regional Offices.

Director, Advisory Services (Staff of 12) is responsible for managing the development, implementation, monitoring and evaluation of regional information and advisory services to data users; the conduct of market research; the promotion of product sales (including cost recovery of \$571,000 (Constant)) and respondent, public and community relations, including Census communications.

Regional Director, Atlantic Region (Staff of 168 plus 3,775 employees in census year) is responsible for managing and coordinating all collection, processing, dissemination and advisory service activities in the four Atlantic provinces; oversees activities of offices in Halifax, N.S. and St. John's, Nfld.

Regional Director, Québec Region (Staff of 145 plus 11,175 employees in census year) is responsible for managing and coordinating all collection, processing, dissemination and advisory service activities in the province of Québec; manages office in Montréal.

Regional Director, Ontario Region (Staff of 289 plus 15,800 employees in census year) is responsible for managing and coordinating all collection, processing, dissemination and advisory service activities in the province of Ontario; oversees activities of offices in Toronto and Sudbureon Falls.

Regional Director, Prairie Region (Staff of 235 plus 8,500 employees in census year) is responsible for managing and coordinating all collection, processing, dissemination and advisory service activities in the three Prairie provinces and North West Territories; oversees activities of offices in Edmonton, Calgary, Regina and Winnipeg.

Regional Director, Pacific Region (Staff of 110 plus 5,575 employees in census year) is responsible for managing and coordinating all collection, processing, dissemination and advisory service activities in British Columbia and the Yukon; manages office in Vancouver.

Manager, 1991 Census Collection (Staff of 26) is responsible for managing the development, implementation, monitoring and evaluation of the collection and processing undertaken in the regional offices for the 1991 Census of Population and Housing.

Resource Management Advisor (Staff of 18) is responsible for advising and coordinating financial, personnel, administrative and logistic services for the branch.

NATURE AND SCOPE

The Department's mandate is to collect, compile, analyze and publish statistical information on the economic, social and general conditions of Canada and its citizens. Surveys and censuses are conducted of households, businesses and industries, social institutions and governments at all levels. By statutory requirement, censuses of population and agriculture are conducted every 5 years. Surveys are conducted by questionnaire mailed out to respondents, by personal visit, by telephone interview and by accessing the administrative files of social institutions and government. The results, once processed and compiled, are economic, social and socio-economic data used by government, industry, academia and the general public as input to decision-making for a vast array of economic and social policies, programs and other activities.

The Regional Operations Branch, through its Regional Office network, is the main departmental focal point for initial data collection, respondent follow-up and ultimate data dissemination and advisory services. The regionalization of the Department's operations constitutes a major managerial challenge.

In this context, the Director General, Regional Operations develops and implements policies and procedures responsive to the changing needs of survey sponsors, data users, and the concerns of respondents, especially with regard to response burden, regional variations and changing economic and social conditions. Public and political concern regarding invasion of privacy and paper burden, increased refusals and the difficulty of obtaining legal recourse must be balanced against increased demands for information, requiring the development of compatible policies and programs. New technology, such as computer-assisted telephone interviewing, direct data entry and edit of respondent information requires the management of change. The recent certification of interviewers employed under the *Statistics Act* into a bargaining unit has involved considerable change in administrative and personnel practices.

The Director General, Regional Operations is responsible for the management and coordination of these changes and initiatives. The incumbent determines organizational and operational priorities. He/she plans, organizes and implements professional, technical and managerial concepts and techniques to enhance the overall effectiveness and efficiency of the Regional Operations Branch. As well, the incumbent recommends and develops policies and

programs to be implemented in the regions to meet the data collection and processing needs of surveys sponsors and the statistical and information needs of users of Canadian statistics.

The Director General is required to maintain cooperative working relationships between Statistics Canada and statistical agencies in the Provinces and Territories; and positive staff relations in an organization of some 2,300 people. Finally, as the main contact between the Department and the public, the Director General ensures that the image and goodwill of Statistics Canada are at high levels.

The incumbent is called upon to introduce new initiatives in the areas of operations and administration, within the framework of legislation, regulations and overall departmental policy. Examples are adjustment of organization structures, changing of regional boundaries, location of offices, introduction of financial, administrative and operational reporting requirements and procedures, and reallocation of resources between Regions. The position is also the focus of expertise in the Department for the concepts, definitions and methodology applied in the specification, collection and processing of statistical data through regional operations.

The Director General, Regional Operations has frequent contact with subject-matter Directors General on operational plans and results. Assistant Chief Statisticians are consulted on the long-range plans affecting Regional Operations. The incumbent provides input, advice, analysis and recommendations on proposed Field and Departmental policies.

The Director General, Regional Operations represents the separate employer of the Statistical Survey Operations employees. External contacts are with officers of the Treasury Board and the Public Service Staff Relations Board with respect to the negotiation of interviewer compensation and information on departmental programs.

The incumbent has frequent contact with the Minister's office regarding the interviewer referral and recruitment system under the *Statistics Act*, provincial Statistical Focal Points to explain survey plans, solicit support and discuss survey data, and with senior officials of other national statistical agencies to discuss developments in survey methods and techniques.

<u>DIMENSIONS</u> (Constant Dollars)	(Non-Census Year)	(Census Year)
Salary, operating and maintenance budget:		
Average Annual	\$6.0 Mil 10 Mil	\$26 Mil
Employees:		
Public Service:	429 p/y's	626 p/y's
<i>Statistics Act:</i>	619 p/y's	45,000 employees
Annual Sales (Advisory Services)	\$570,071	
Cost recovery on surveys sponsored by external clients	\$1.1 Mil	

SPECIFIC ACCOUNTABILITIES

- 1 Provides overall direction and coordination of regional operations to collect, process and disseminate high quality, timely statistical data, including the census of population and agriculture, in the most cost-effective manner.
- 2 Improves survey timeliness, reduces respondent burden and improves response rates by establishing guidelines and the framework for the development, implementation and monitoring of operational policies and programs that will lead to increased regionalization of survey operations.
- 3 Increases revenues from the dissemination of statistical information in the regions by establishing guidelines and the framework of operational policies and programs.
- 4 Contributes to the achievement of program objectives by coordinating the planning process, monitoring performance of regional personnel and programs, negotiating, establishing and allocating financial and personnel resources to individual regions.
- 5 Ensures that the concerns of the regions, respondents and data users are known and represented in the development of departmental policies and programs.
- 6 Represents the Minister as the separate employer of Statistical Survey Operations employees, in the negotiation and administration of collective agreements to ensure that collective agreements are negotiated and administered in a timely and responsible manner.

EVALUATION RATIONALE

Director General, Regional Operations

KNOW-HOW

- G Mastery of principles, concepts and methodology in several statistical fields; extensive knowledge of regional economic, social and political differences and requirements; thorough knowledge of departmental operating policies, practices and client base.
- III Operation of a large geographically dispersed unit involved in the specification, collection and processing of statistical data.
- 3 Successful achievement of objectives requires motivation of a large staff of professional, technical, administrative and clerical employees and negotiations with the public, other governments and unions.
- 700 Middle number recognizes the size and national scope of the organization and the specialized knowledge required.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference provided by departmental and general government policy.
- 4 The work requires analytic, interpretive and evaluative thinking to identify and resolve issues concerning data collection and processing, project priorities, technological change, cost recovery and other matters relating to the management of the organization.
- (57) Higher percentage reflects the requirement to develop new and imaginative approaches to data collection and processing to generate revenues.

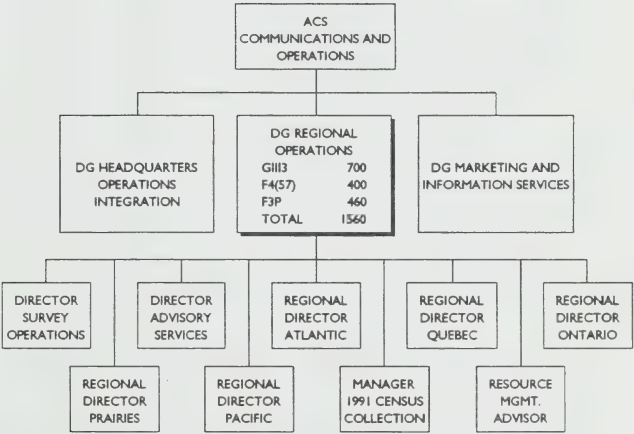
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Chief Statistician, Communications and Operations, is subject to managerial direction of a general nature.
- 3P The position has a primary impact on regional operations. The proxy selected to represent these regional operations is an average annual operating budget of \$10 Mil (minimum 6.0 M, maximum 26 M) (Constant).
- 460 High number reflects the size of the region and the degree of latitude required to develop and carry out major data collection and dissemination projects across Canada including the census.

SUMMARY

GIIB 700	F4(57) 400	F3P 460	1560	A1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-6-A

POSITION TITLE: Director General, Employment
Quebec Region

GENERAL ACCOUNTABILITY

Responsible, in the Quebec Region, for the management, operational direction and effective implementation of a number of programs and employment services in keeping with established objectives, and existing federal-provincial agreements, acts, regulations and directives.

ORGANIZATIONAL STRUCTURE

This position is one of 9 positions at the second level reporting directly to the Executive Director. The other 8 positions are: Director General, Operations; Director General, Immigration; Director, Strategic Planning; Director, Public Affairs; Regional Director, Personnel; Director, Financial Services; Director, Administrative Services; Director, Informatics.

Specific functions of the four positions reporting directly to the incumbent are:

Director, Employment and Skills Development (Staff of 47) is responsible for the operational administration of the Retraining, Continuing Employment and Trust Fund options of the Skill Investment Program, of the Skill Shortages and Job Development Programs (subsidized projects and individually subsidized jobs options) and job creation projects using unemployment insurance funds (section 25).

Director, Work Force Adjustment (Staff of 82) is responsible for the operational administration of the Work Force Adjustment, Work Sharing, Community Futures (Business Development Centres, Self-Employment Initiative and Communities Initiatives Fund options), Legislated Employment Equity and Federal Contractors programs. The incumbent is also responsible for the implementation of human resource planning (HRP) agreements in prioritized labour sectors.

Director, Employment and Job Entry Services (Staff of 51) is responsible for the operational administration of all employment services, the Job Entry Program including Challenge, CEC-Students, CEC on Campus, services for Canadian agricultural workers and the Immigrant Adjustment Assistance Program. He/she is also responsible operationally for the Extension Program and Cooperative Education option, and for developing regional operational strategies for designated groups.

Head, Planning, Coordination and Information Division (Staff of 15) is responsible for the process of establishing the Branch's strategic directions and their translation into annual operational plans, policies and procedures. He/she is also responsible for the global budget envelope allocated to the region for all programs and employment services and administers the Branch's common services, including the Office of the Director General and employment information management systems.

NATURE AND SCOPE

The Department is responsible for developing and applying a work framework and programs to ensure the efficient operation of the Canadian labour market, to facilitate the entrance of immigrants and visitors to Canada and to administer these services. One of the Department's primary functions is to provide information on the labour market, assist in recruiting workers and resolve problems associated with human resources development. The Minister works closely with the relevant provincial departments and the private sector to achieve these objectives.

The application of the programs in Quebec poses special difficulties because of the existence of a provincial network of points of service in the labour field and supposedly complementary provincial programs. This special situation requires that the Director General develop negotiating strategies, advise Headquarters accordingly and direct the implementation of these strategies. The province is particularly sensitive about its jurisdiction and would like full control of the labour and occupational training field. Given this context, it is the responsibility of the Director General, Employment to advise Headquarters of the approaches to be used and the changes to be made to programs in order to reach agreements. For example, each program and component of Employment Planning is the subject of exhaustive discussions with the province, which lead to agreements requiring the signature of the Ministers concerned.

The Director General, Employment is assuming increasing responsibilities in that he/she must interpret national policies within the context of the needs of Quebec and recommends any adjustments required. Moreover, because of the need to conclude agreements with the province, the Director General, Employment can adapt national policies and develop regional policies and procedures to respond to the requirements of the agreements. He/she then advises the directors of the various programs on the directions to give to their operations, programs and services in order to ensure the efficient realization of the region's overall objectives. The incumbent oversees the use of the human, financial and material resources of each branch, division and service under his authority.

The DG monitors all employment services and program activities of Employment Planning, analyzes and evaluates all of these activities both qualitatively and quantitatively, ensures the necessary action is taken for the most effective operation of each service or program and for the most judicious use of the funds available. He/she develops and implements internal monitoring programs for his/her sector of responsibility and ensures that appropriate corrective action is taken for identified problems.

The DG exercises functional authority over the managers in charge of administering the programs and services through operational directives sent to the region's point of service networks. The incumbent must provide the functional and technical direction required to those employees primarily responsible for delivery of programs and services to CEIC clients. He/she has the authority to exempt certain clients from the normal application of the terms and conditions of the programs in situations deemed exceptional by the program managers.

Lastly, the Employment Branch administers directly certain programs over which it has full line authority, that is, for which it assumes the planning, organization, direction and control. These programs include Work Sharing, Community Futures, Legislated Employment Equity

and Federal Contractors, Cooperative Education, Trust Fund, Outreach, and Work Force Adjustment.

The Director General, Employment must maintain contacts with the Operations, Strategic Planning, Financial Services and Public Affairs branches, among others, in order to carry out his mandate. As a permanent member of the Regional Executive Committee (REC) where his/her contribution is crucial, the DG plays an active role in drafting regional policies relating to human resources, public affairs, budgets and general administration.

The Director General, Employment is a member of five standing committees including the Regional Executive Committee (REC), which sets the major regional directions and discusses problems exceeding the individual responsibilities of its members, and the Management Committee of his/her own Employment Branch (EB) which coordinates the various elements of the programs and employment services to ensure maximum utilization.

The DG acts as the CEIC's representative with senior officials of other federal or provincial departments, municipalities, private industry, the unions and various groups. The incumbent coordinates CEIC's involvement in major activities relating to economic development, the establishment of businesses and human resource planning and utilization. He/she is responsible for consulting all parties involved, confirming their participation and responding to their reactions to the priorities set. The incumbent is also responsible for settling departmental and other complaints received regarding the delivery of programs and employment services.

DIMENSIONS (Constant dollars)

Number of person-years	202
Functional authority over 12 district offices and 122 service points:	2,000
Total wages:	\$2,398,081
Annual O&M budget:	\$298,928
TOTAL	\$2,697,009
Program funds:	\$111,151,070

SPECIFIC ACCOUNTABILITIES

- 1 Directs Employment Planning programs and employment services and ensures their operational practicability and the consistency of interpretation and application through ongoing monitoring.
- 2 Acts as senior advisor to the Executive Director on programs and employment services, including the interpretation and application of related acts and regulations.

- 3 Participates in the development of national and regional policies and objectives for Employment and Immigration Canada.
- 4 Ensures the effectiveness of programs and employment services of Employment Planning, Employment Equity and related federal contracts, as well as the strategies for the designated groups including women, persons with disabilities, visible minorities and social assistance recipients.
- 5 Coordinates the application of programs by ensuring the participation of all branches involved in solving major problems.
- 6 Directs federal-provincial negotiations for the three agreements related to Employment Planning and manages the overall Employment Planning budget.

EVALUATION RATIONALE

Director General, Employment, Quebec Region

KNOW HOW

- G Mastery of two distinct departmental programs and relevant legislation; in-depth knowledge of concepts, strategies and theories involving labour market supply and demand, broad and thorough knowledge of regional labour market conditions. Extensive knowledge and skill in dealing with other levels of government, private sector officials and advocacy groups.
- II Conceptual and operational coordination of the programs, delivered at 122 points of service.
- 3 Successful achievement of objectives involves dealing with other levels of government, the private sector and advocacy groups and in providing functional direction to a large staff who provide service to the public.
- 608 High number reflects the specialized program and managerial knowledge required for an operation whose end results tend to be related.

PROBLEM SOLVING/THINKING

- F Thinking within broadly defined policies, provides employment-related programs and services to alleviate chronic unemployment and to stimulate labour market skills development.
- 4 Analytical and evaluative thinking required to evaluate and assess opportunities for improving employment and to develop and implement policies and programs to achieve both federal and provincial objectives.
- (57) The higher percentage reflects the creativity required to adapt programs and services to a rapidly changing labour market within an extremely politically sensitive climate.

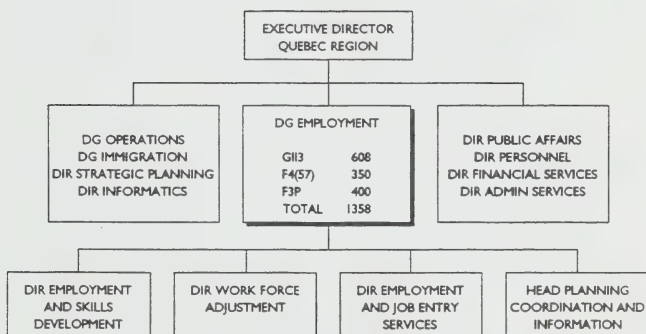
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Executive Director, Quebec Region, is subject to functional direction from Headquarters.
- 3P The position has a primary impact on the operational delivery of two programs. The proxy selected to represent these programs is an annual operating budget of \$2.7 Mil (Constant).
- 400 The middle number represents the size of the budget consolidated by the position's latitude in representing the department and in determining regional objectives and priorities.

SUMMARY

GII3 608	F4(57) 350	F3P 400	1358	A1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-6-B

POSITION TITLE: Director, North York District Office

GENERAL ACCOUNTABILITY

Is accountable for the timely, cost effective and courteous delivery of service and compliance programs specific to the self-assessment, collection and audit of the annual personal and corporate income taxes and other amounts to be collected through the tax system such as Canada Pension Plan and Unemployment Insurance premiums in a way that is balanced between fairness and equity for taxpayers and the effective enforcement of Canadian laws.

ORGANIZATION STRUCTURE

This is one of eleven positions at the second level reporting to the Assistant Deputy Minister, Regional Operations, Central Region. The others are the Director, Ottawa Taxation Centre; Director, Ottawa District Office; Director, Toronto D.O.; Director, Scarborough D.O.; the Executive Officer; the Regional Personnel Advisors (2); and the Regional Advisor, Finance and Administration.

Specific functions of the six positions reporting to the District Office Director are:

Chief, Verification and Collections Division (Staff of 211) is responsible for providing an extensive information program to taxpayers which will allow them to self-assess based on good service and effective communication by conducting cyclical enforcement programs to ensure the tax deduction system and voluntary compliance system are functioning as intended; and arranging for the collection of amounts owing in a fair, courteous and informative manner.

Chief, Audit Division (Staff of 157) is responsible for the audit and review of the books, records and documentation of corporate and individual taxpayers in order to verify that the information recorded on the filed income tax returns is in accordance with the law; where necessary reassessing the tax applicable; and in some instances recommending to the officials of the Department of Justice the prosecution of taxpayers.

Chief, Finance and Administration Division (Staff of 36) is responsible for providing support services including word processing, mail, supplies, telephones, premises, security, budget control and statistical reports.

Chief, Personnel Division (Staff of 10) is responsible for providing the necessary personnel support services including staff relations, staffing, pay and benefits and human resource planning.

Chief, Operational Audit Division (Staff of 4) is responsible for conducting tests to ensure that policies and procedures in all areas are being followed.

Chief, Public Affairs Coordinator (Staff of 4) is responsible for dealing with the media and conducting public information programs.

NATURE AND SCOPE

The Income Tax Act is a highly technical, complex and detailed piece of legislation with numerous changes introduced to it at each budget. The Act has come to be used as a vehicle for introducing changes in fiscal, social, and economic policies. The best and cheapest way to achieve this mission is for taxpayers to assess themselves; to volunteer the necessary information; and pay their allotted share. To make this possible the Department, charged with the mission of assisting people to know both their rights and obligations, administers the law with good judgement, verifying returns, identifying the few who do not comply at the expense of the many and taking appropriate action.

To support the delivery of programs with national performance standards, the Director is charged with the responsibility of providing information to corporate and individual taxpayers to assist them in filing using a self-assessment system, examining taxpayer records and other documents to verify the information recorded on selected taxpayer returns.

The Director also oversees a wide range of clerical tasks and professional activities. These include matching financial information slips (T4's, T5's) to ensure these amounts have been reported as part of income; investigating and prosecuting taxpayers who evade tax; identifying delinquent taxpayers and taking action to ensure filing; auditing payroll records to ensure that the correct amounts have been remitted in accordance with Canada Pension Plan, Unemployment Insurance, and Income Tax legislation; providing rulings regarding Unemployment Insurance insurability and Canada Pension Plan pensionability; collecting outstanding accounts; determining real estate and other real property values.

The basis for performing these tasks are work programs, designed in the functional areas of Head Office. Programs altered under the direction of the incumbent to adapt to local conditions, staff abilities and opportunities for effective compliance that may arise at a particular time.

In addition to the normal managerial skills, the Director must be able to strike a balance between fairness and equity for the taxpayers and the adherence to the legal interpretation of the Canadian Income Tax Act and Regulations. A major challenge for the Director is to provide effective service to the public in a fair, impartial and courteous manner so that they will have utmost confidence in the integrity of the tax system.

The Director is personally empowered, with the concurrence of the Regional ADM and Head Office function, to approve prosecution cases, issue formal requirements, sign garnishment actions on bank accounts, recommend to Head Office the remission of tax, jeopardy assessments, and the obtaining of search warrants, certify the Minister's opinion as to evidence sufficient for criminal prosecution, and the acceptance and discharge of security for payment of taxes.

The Director meets with taxpayers and their legal and accounting advisors to discuss problems which are not resolved to their satisfaction by subordinate staff. Situations are encountered which are politically sensitive or which have an impact on large groups of people, or where the Department's image is at risk through extensive media coverage.

The Director is frequently required to respond to proposed policy changes from the functional directorates at Head Office. In this regard it is incumbent upon the Director to carefully consider the policy proposal in terms of its operational feasibility and provide feedback detailing suggested improvements. This serves to test the practicality of policy proposals and contributes to the delivery of sound programs to the general public.

Contacts within the Department are mainly with the Regional Assistant Deputy Minister and staff assistants, fellow directors, and with functional Directors General in Head Office to seek technical expertise or advice in unusual situations. Senior officials in the Department of Justice are contacted to discuss the position to be taken on prosecution cases or to seek legal opinions related to the department's enforcement of the Income Tax Act and Regulations. The Directors meet periodically with professional groups engaged in providing tax advisory services to the public to discuss and settle problems that arise and to facilitate relations with practitioners.

DIMENSIONS (Constant Dollars)

Person Years:	422
Salary, operating and maintenance budget:	\$4.7 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Participates in planning service and compliance programs to ensure that local conditions are taken into account.
- 2 Provides courteous, fair and impartial service to the taxpaying public in order to provide the information they require to know their rights and obligations as well as to ensure they maintain their belief in the integrity of the tax system.
- 3 Communicates national goals, develops local goals and evaluates achievement so that subordinate managers have a base for arranging the deployment of staff to provide maximum service and ensure efficient and fair compliance with the law.
- 4 Provides leadership to motivate staff to acquire training, a team spirit and work habits that produce effective results.
- 5 Develops, directs and controls a well coordinated team of program managers and support services that will produce results at a maximum benefit/cost ratio while maintaining the necessary coverage to ensure service and compliance.
- 6 Negotiates the resolution of complex cases under dispute, and sensitive cases due to the nature of their impact at local or national levels.
- 7 Maintains contacts with provincial tax authorities, professional organizations and practitioners and establishes good working relations with other district offices, the tax centre, regional and Head Office in order to ensure a high level of service.
- 8 Exercises the powers delegated by the Minister under the Income Tax Act.

EVALUATION RATIONALE

Director, North York District Office

KNOW HOW

- F Extensive knowledge of all departmental programs, policies, practices and procedures, including interpretation and application of the Income Tax Act, Canada Pension Plan, Unemployment Insurance Act and provincial legislation. Extensive knowledge of the principles and practices of audit, investigation and collections.
- III Coordination of services delivered through a staff of 452 person years.
- 3 The establishment of good interpersonal relationships is critical to motivate and develop staff to apply legislation fairly and courteously; to promote voluntary compliance and to deal with the public, other levels of government, tax lawyers, senior officials of large corporations, MP's and Senators.
- 608 High number reflects a degree of specialized, professional knowledge tending to G in an operation in which the objectives tend to be related.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference of national policies and objectives relating to the audit, enforcement and enquiries activities, ensures taxpayer compliance within the intent of the legislation.
- 4 Interpretive and evaluative thinking is required to analyze and assess strategies to ensure the collection of taxes, detect tax avoidance and to deal with tax lawyers, accountants and senior officials of large corporations.
- (50) The lower percentage reflects the number of precedents, interpretations and regulations which guide the thinking.

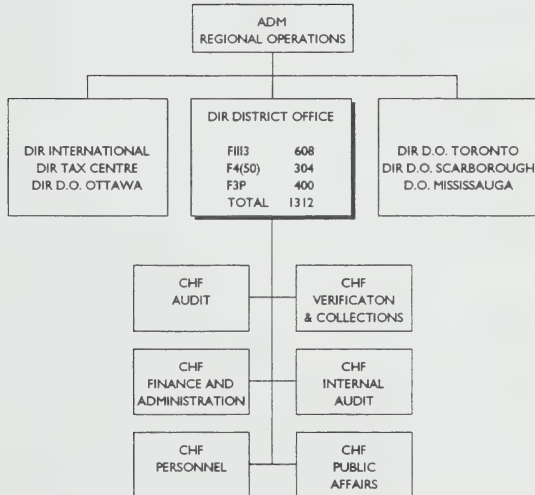
ACCOUNTABILITY/DECISION MAKING

- F Reporting to ADM, Central Region, is subject to functional direction from Head Office to ensure consistent administration and application of the legislation.
- 3P The position has a primary impact on the operations of the district office. The proxy selected is the operating budget of \$4.7 Million (Constant).
- 400 The middle number reflects the latitude the position has in representing the department.

SUMMARY

FIII3 608	F4(50) 304	F3P 400	1312	A2
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-6-C

POSITION TITLE: Regional Director, Operations

GENERAL ACCOUNTABILITY

Is accountable for the efficient and effective direction of operations and programs that affect inmates and parolees.

ORGANIZATION STRUCTURE

This is one of 13 positions at the second level reporting directly to the Deputy Commissioner, Ontario. The other 12 positions are 6 Institutional Wardens; 3 District Directors of Parole, the Regional Director, Planning and Resource Management; the Executive Assistant and the Secretary.

Reporting to the Regional Director, Operations are:

Regional Manager, Offender Management (Staff of 21) is responsible for functional administration and professional guidance in the creation, monitoring and evaluation of the effectiveness of programs for inmates, and the security and custody of offenders; and for developing measures to safeguard lives of staff, inmates and the general public. The Regional Manager operates the crisis management centre at Regional Headquarters, and assists institutions to develop crisis management teams. The Regional Director also monitors and calculates length of sentences for the Region.

Regional Manager, Correctional Programs (Staff of 3) is responsible for the planning, development, and implementation of academic and vocational educational programs for offenders; operation and evaluation of inmate employment strategies and pay programs; provision of essential life support services; initiation of social and cultural programs aimed at inmate rehabilitation; negotiation with special interest groups and private agencies on community resources and facilities, and design and implementation of inmate leisure programs.

Regional Manager, Industries (Staff of 8) is responsible for the effective management of a multi-disciplined manufacturing program with particular emphasis on production scheduling, cost and quality control, and to ensure a steady market for sales and to optimize production capabilities and capacities.

Regional Manager, Health Care Services (Staff of 2) is responsible for providing functional and professional advice, assistance and guidance to ensure required medical, dental, surgical and nursing care is provided to inmates. The position negotiates contracts for specialist medical and support services (physicians, psychiatrists, pharmacists) and evaluates the effectiveness and efficiency of institutional health care activities.

Regional Manager, Accommodation and Inmate Services (Staff of 9) is responsible for providing specialized regional support functions for the advice and guidance of managers on all aspects of works and engineering and facilities planning, and for telecommunications, electronics and materiel management.

Regional Communications Officer (Staff of 1) is responsible for co-ordinating external and internal communications activities to create and maintain public and staff awareness of the activities of the department.

Manager of Operational Audits (Staff of 2) is responsible for conducting operational reviews for field operations.

NATURE AND SCOPE

The Department administers sentences imposed by the courts and prepares offenders for return as useful citizens to the community.

The Ontario Region is the second largest region in Canada. The Regional Director, Operations assists and advises the Deputy Commissioner by analyzing and evaluating regional and operational problems, recommending strategies to improve operations and programs, developing implementation plans, and overseeing the implementation of the new policies and programs. The position develops policies to achieve regional correctional objectives and standards.

Operational support functions are composed of professional, specialized, technical, and administrative components organized to support and facilitate the care and security of incarcerated offenders. This requires the provision of a variety of services and activities consisting of physical planning and technical advice on the construction and maintenance of electronic and telecommunications equipment; physical and dynamic security; psychological, psychiatric and religious counselling; medical and health care treatment; industrial, educational and social programs. These activities are governed by a wide variety of legislative and administrative control procedures, both at the provincial and federal level, and are particularly sensitive to public reaction and the pressure of civil rights and minority group concerns. The position is responsible for sentence calculation and administration to ensure accurate sentence length and appropriate release dates.

The Regional Director, Operations must apply broad and complex managerial expertise to develop the best operational plans, alternatives, and administrative controls for the Deputy Commissioner to consider in achieving departmental objectives and avoiding spontaneous collective action by either staff or inmates that would be embarrassing. A fact of operational complexity is the identification of the best alternatives available (i.e. strategies and initiatives put forward by the specialists), consistent with person year and budgetary constraints, to achieve mandated responsibilities which are to prepare inmates to successfully reintegrate into the free community while ensuring the safety and security of the Canadian public. Policy implementation strategies to meet changing demands on regional correctional programs must be effectively integrated with other functional objectives.

The Regional Director works in close harmony with the Wardens in the administration of inmate populations including consultation of intra/inter-regional transfers and escorted temporary absences and the review and monitoring of segregated inmates. He/she administers, along with line managers, a population of approximately 3500 inmates and approximately 1400 conditional releases under supervision in the community.

The Regional Director is responsible for the functional administration and the provision of professional orientation, advice and guidance to Wardens and District Directors on inmate employment, activities, work opportunities, agribusiness, academic, and vocational programs. The creation of work opportunities is required to maximize the utilization of productive inmate labour, thus reducing overall operating costs.

The position is also responsible for the co-ordination of design, development and maintenance of institutions and the introduction of special equipment required for those institutions.

The Regional Director, Operations must work effectively within the framework of the criminal justice system and be open to the public, while maintaining guarantees and safeguards as prescribed by legislation. The public expects the safe management and protection of the offender within the provisions of the law. The Regional Director, Operations ensures that this objective is achieved by directing policy applications and procedures that deal with and inform national and regional media, as well as the public, on correctional programs, events, and problems.

The Regional Director, Operations responds to inmate grievances at the regional level and is an advisor to the Deputy Commissioner on staff grievances from the Operations Division.

The Regional Director, Operations liaises with police agencies, defence and prosecution attorneys, the judiciary, aftercare and professional organizations (academic, vocational, industrial, medical, and media), other federal departments, civil and provincial police, and provincial officials, to enlist support, resolve common problems, and initiate preventive procedures relating to offenders, staff and contractual matters.

DIMENSIONS (Constant Dollars)

Regional Resources

Person-Years	2,067
Salaries and Wages	\$17,610,389
Other O&M	\$8,857,142

Directorate

Person-Years	48
Salary operating and maintenance budget	\$506,610

SPECIFIC ACCOUNTABILITIES

- 1 Makes recommendations to assist the Deputy Commissioner in resolving operational problems and advises on alternatives and implications of all facets of the regional operation.
- 2 Contributes to regional operational effectiveness, policy development, and application by developing operational plans and strategies.
- 3 In conjunction with the Deputy Commissioner, directs resources by setting policy objectives, priorities, and performance standards in the major aspects of operations and implements policy to ensure minority rights are respected.
- 4 Ensures that the Regional Headquarters operation fully facilitates the efficient and effective achievement of departmental objectives by monitoring standards of professional and technical competence and conduct; adherence to personnel, financial, and branch policies and the establishment and effective use of management strategies and techniques.
- 5 Develops policy and program implementation plans and resource allocation control strategies to meet changing needs and a variety of emergency situations by anticipating and ensuring careful analysis and planning, and intervenes in unusual or crisis situations to assist institutional managers.
- 6 Negotiates the resolution of complex problem areas in overlapping jurisdictions, deals with critical problems relative to the incarceration of offenders and the administration of their sentence and with inmate grievances at the regional level, consults on special cases of temporary absence and monitors all administrative segregation cases over 90 days.
- 7 Maintains the organizational image and profile through contacts with aftercare agencies, police, judiciary, provincial corrections, legal and other professional groups and works in conjunction with provincial counterparts to negotiate exchange of service agreements.

EVALUATION RATIONALE

Regional Director, Operations

KNOW-HOW

- F Extensive knowledge of the fields involved in the corrections programs and related managerial techniques.
- III Operational coordination of all correctional programs: security offender programs, case management, education and training, facilities, planning, industries and health care. Conceptual management includes setting policy, objectives, priorities and performance standards as well as planning, controlling and evaluating the effectiveness of Regional operations.
- 3 Successful achievement of objectives requires motivating regional specialists and institutional staff, promoting public and provincial authorities' acceptance of departmental objectives and programs and dealing with private and governmental executives on various offender services and activities.
- 608 Highest number reflects near mastery in a large number of specialized fields.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined corporate policies in the provision of a complete range of complex and diverse operational programs as well as assistance to wardens and district directors in the solution of a variety of program and service problems.
- 4 Analytical and creative thinking is required in the identification and commitment of resources, the development of plans and alternatives and the requirement for innovation in an area where both staff and offender interests must be taken into consideration.
- (50) Lower percentage reflects the requirement to adapt corporate policies to the delivery of a broad scope of regional programs.

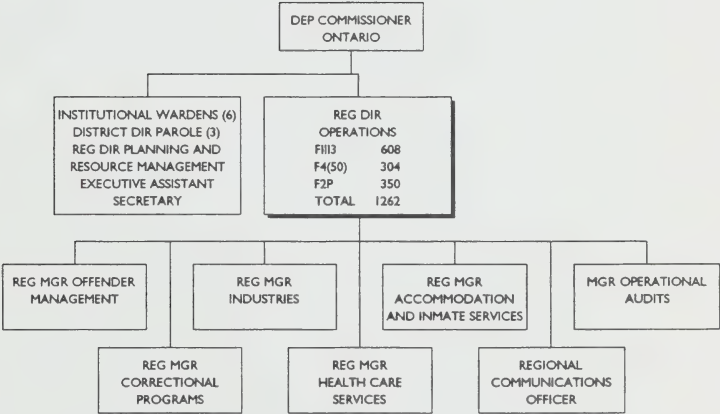
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Regional Deputy Commissioner, is subject to guidance and direction in ensuring that corporate and regional policies and goals are met, adequate correctional services are performed and budgetary requirements and expenditures are controlled.
- 2P The position has a primary impact on Regional headquarters operations. The proxy selected to represent these operations is a budget of \$506,610 (Constant).
- 350 Highest number reflects the impact of the position on regional resources and the dollar value directly controlled.

SUMMARY

FIII3 608	F4(50) 304	F2P 350	1262	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-6-C



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-5-A

POSITION TITLE: Regional Director, South-West Ontario

GENERAL ACCOUNTABILITY

Is accountable for management of all Excise operations in the Region to ensure the application, compliance and enforcement of legislation and regulations.

ORGANIZATION STRUCTURE

This is one of 14 positions at the second level reporting to the Assistant Deputy Minister, Excise Branch, Ottawa.

The other positions reporting to the ADM are the Directors General, Programs; Operations; the Co-ordinator Commodity Tax Development, and the Director, Planning and Administration, all located in Headquarters, and nine other Regional Directors located throughout Canada.

Specific functions of the five positions reporting to the position are:

Regional Chief of Audit (Staff of 32) directs the Regional audit programs to verify compliance by taxpayers and refund claimants.

Regional Chief of Compliance (Staff of 14) directs regional tax interpretation, collection and duty activities with a view to ensure compliance.

Regional Chief of Management Services (Staff of 6) directs the financial and administrative functions of the region, including revenue control and accounts payable.

District Manager, St. Catharines (Staff of 15) directs the audit, collections, tax interpretation and duty activities within the district.

Manager, Personnel Services (Staff of 12) directs the provision of advice and services to line managers on all matters affecting management of human resources in the region.

NATURE AND SCOPE

The Regional Director directs and controls tax programs in a heavily industrialized area. The Region consists of a Regional Office in the City of Hamilton and a District Office in the City of St. Catharines.

The Region has 2,500 manufacturers and wholesalers operating under licence, embracing the entire gamut of industrial activity. In addition, the region has a large number of persons and firms who are entitled to refunds or sales tax exemptions on goods sold, purchased or used by them.

The Region is responsible for the collection of \$149,122,800 (Constant) in revenue and the refund of \$10,964,912 to 25,000 claimants.

The Regional Director is responsible for 80 person-years which are deployed in accordance with shifting priorities and challenges. One third of the staff consists of professional tax auditors. A major challenge exists in attracting, developing and retaining audit staff to meet the required standards of proficiency. Other officers possess expertise in the interpretation of commercial, tax and criminal laws and officers knowledgeable of collection and enforcement techniques to apply the punitive sections of the acts.

The incumbent exercises authorities delegated by the Minister (by Order in Council) to reduce or waive penalty charges and to demand moneys directly from those indebted to the taxpayer, from the taxpayer's bank account and/or from assignees of book debts. These authorities must be used with discretion as they may have far-reaching effects on a firm's operations or prestige.

The Regional Director is the final authority in deciding whether or not to prosecute taxpayers and claimants under the punitive sections of the acts. However, prosecutions which involve jail sentences are referred to the ADM with recommendations.

Rapidly changing technologies and manufacturing processes, corporate reorganizations, and frequent changes to the law itself continually pose new problems of interpretation or definition. The Regional Director is accountable for ensuring consistent and equitable interpretation, application and administration of the acts on both domestic and imported goods. The incumbent must adapt general national guidelines and policies into directives and procedures which meet regional conditions.

The Regional Director is the final step within the Region in the informal appeal process whereby taxpayers may dispute the taxability of goods, the rate of tax applicable, value on which tax applies, and whether a process is considered to be manufacturing under the act. In reviewing an appeal the incumbent considers any conflicts or anomalies in policies, possible tax advantage to be gained by competitors and the national impact. Cases not handled correctly and convincingly may result in costly proceedings before the Tariff Board or federal courts.

The Regional Director routinely meets with senior executives and legal representatives of national and multi-national corporations to advise them of the tax application on proposed changes in their products, processes or marketing systems; on methods improving or simplifying tax accounting procedures; or to convince them of the legality or propriety of large assessments and negotiate final settlements particularly where the tax liability must be estimated. The RD frequently meets with owners, officials and representatives of other businesses to resolve disagreements and disputes which often pose human relations problems especially in today's environment where the public is more conscious of its rights and willing to challenge decisions.

In this environment, the Regional Director is responsible for maintaining good relations with taxpayers and encouraging voluntary self-compliance. The incumbent is accountable for ensuring that taxpayers are accurately and promptly informed of their rights and obligations. The incumbent meets formally and informally with members of industrial associations such as the Canadian Manufacturers Association, Auto Manufacturers Association, Tire and Rubber Association and others to discuss problem areas, explain the Excise point of view and to obtain feedback.

In addition to this regional role, the Regional Director is expected to fulfil a national role. This can be illustrated by membership on the Excise Management Committee which initiates national policy proposals relating to management of both operations and program matters. Jointly with one or more other members of the Committee the Regional Director evaluates proposals originating from Headquarters and Regional offices.

Each Regional Director is expected to chair or act as a member of one of the four permanent sub-committees of the Excise Management Committee. These sub-committees are concerned with Personnel, Technical Developments, Planning and Training. Each initiates studies and considers references from the Assistant Deputy Minister, Excise relating to legislative, regulatory and operational policies, systems and practices whether generated by governmental agencies or other departmental branches within the Excise Branch.

DIMENSIONS (Constant Dollars)

Person-Years

Department:	10,140
Region:	80

Salary, operating and maintenance budget

Department:	\$108,399,460
Region:	\$ 839,718
Annual Revenue Collected:	\$149,122,800
Refunds Paid:	\$ 10,964,912

SPECIFIC ACCOUNTABILITIES

- 1 Manages the Excise Branch Programs in the South-West region to ensure taxes and penalties are collected, accounted for and deposited as required by legislation.
- 2 Promotes compliance and takes appropriate action for non-compliance with the laws by exercising discretion when applying the authorities specifically delegated by the Minister.
- 3 Adjudicates as the final step in the region on contentious issues of tax interpretation, audit assessments or penalties.

- 4 Implements national policies and guidelines by formulating directives which adapt them to regional conditions.
- 5 Serves as a member of the Branch Management Committee and sub-committees through initiation and evaluation of national policy proposals and contributes to resolution of national operational problems.
- 6 Maintains effective channels of communication between the region and private sector to ensure that dialogue on mutual concerns and needs takes place and that voluntary compliance by taxpayers be as much the norm as possible.

EVALUATION RATIONALE

Regional Director, South-West Ontario

KNOW-HOW

- F Extensive knowledge of the provisions and departmental application of the Excise and Excise Tax Acts and related legislation, regulations and directives. Sound knowledge of the application of special levees administered on behalf of other federal departments, and of financial and human resource management principles and practices.
- III Operational management of all Excise activities within the region including audit, tax interpretation, collections and duty, refunds and rebates, and of the financial and personnel support services. Conceptual management of the tax application and enforcement provisions of the legislation. Conceptual know-how required to contribute to the formulation of national policy as a member of the Excise management committee and of its four sub-committees.
- 3 Successful achievement of objectives requires leading and guiding a regional staff of 80, establishing productive relationships with industrial associations, and negotiating with senior representatives of national or multi-national firms to resolve disagreements about tax applications or enforcement actions.
- 528 Middle number reflecting seasoned knowledge of excise legislation and operational coordination of regional activities.

PROBLEM-SOLVING/THINKING

- E Thinking within well-defined policies as outlined in relevant legislation; specific objective of equitable and appropriate application of the excise tax program.
- 4 Evaluative thinking requires the exercise of analytic abilities in assessing the impact of major tax collection action on companies and industries, and the use of judgement in establishing fair terms of payment.
- (50) Higher figure is consistent with the requirement to apply specialized knowledge to specific complex cases within well-defined policies.

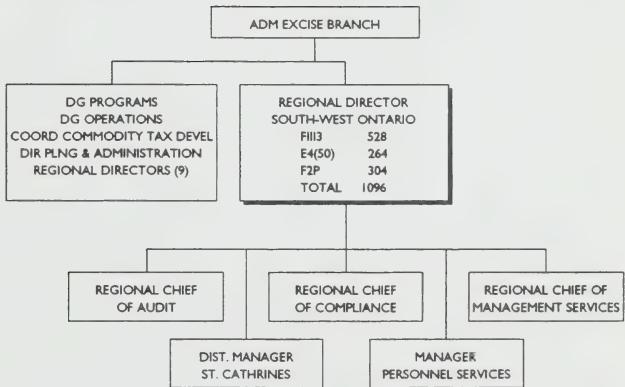
ACCOUNTABILITY/DECISION MAKING

- F Under the direction of the ADM Excise and the functional direction of headquarters, has exceptional freedom to act in resolution of operational problems in the Region.
- 2P The position has a primary impact on regional operations. The proxy selected to represent these operations is a budget of \$839,718 (Constant) and a staff of 80.
- 304 Middle number is consistent with the latitude the position has in dealing with individual cases and the dollar value of the budget.

SUMMARY

FIII3 528	E4(50) 264	F2P 304	1096	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-5-B

POSITION TITLE: Superintendent, Jasper National Park

GENERAL ACCOUNTABILITY

Is accountable for planning, programming and managing all activities and natural resources in Jasper National Park, meeting visitor needs, protection and control.

ORGANIZATION STRUCTURE

This is one of 20 positions at the third level reporting to the Director, Western Region. The others are: 7 Superintendents of National Parks; 4 Superintendents of National Historic Parks; 2 Assistant Directors; and 6 Divisional Chiefs in Regional Office.

Specific functions of the positions reporting to the Superintendent are:

Operations Manager (Staff of 86) directs operation and development of the resource conservation, interpretation and visitor services within the park.

Engineering and Works Manager (Staff of 116) directs the maintenance and the capital program for Jasper National Park.

Townsite Manager (Staff of 11) oversees the general administration of the town of Jasper.

Park Finance and Administration Officer (Staff of 21) is responsible for the financial procedures, accounting system, stores acquisition and control, and general administration support.

Personnel Officer (Staff of 5) provides a service to attract staff, develop and retain high calibre employees within the park.

The Manager of the National Training Centre (Staff of 2) reports for direction on administration and non-professional operation and development of the centre.

NATURE AND SCOPE

The Department is responsible for, inter alia, the protection of those places which are significant examples of Canada's natural and cultural heritage.

The Superintendent manages the large park (11,000 sq. km) and permanent town, on a decentralized general direction basis, to meet natural preservation and visitor enjoyment requirements of the National Parks Act. A mix of professional, managerial, administrative and diplomacy skills is required to deal with flora, fauna, visitors (2,000,000 yearly), residents (4,000

year-round and 5,500 summer) and developers. The park is a generator of foreign exchange payments through the tourist industry.

The Superintendent initiates and approves park management plans after public consultation for the preservation and use of the park and ensures implementation subject to overall park priorities and the resources available. Interdisciplinary planning teams are formed comprising park and regional specialists - often consultants are engaged. Major plans are approved by the Superintendent; Director, Western Region; ADM Parks Canada; and in some cases, by the Minister.

Major capital development requires continuing input by the Superintendent and staff to ensure that needs of visitors are provided for and there is adequate communication with the business community which can be affected advantageously or adversely.

The Superintendent manages and administers the Townsite as de facto mayor, including all land, leasing, development and service matters (not school, hospital, recreation or welfare), at the same time working with elected bodies and individuals to achieve self-government if it is wanted by residents. The Superintendent also chairs the Board of Health composed of 3 employees, 1 doctor and 1 dentist.

Jasper town is a visitor centre but also a CNR railway terminal for the busiest section of track in the country. Multi-million dollar track-twinning and associated housing must be accommodated while holding to the preservation mandate of Parks Canada. Extreme pressures for immediate approvals are dealt with by the Superintendent who must try to satisfy developers and conservationists.

The Park is administered and managed primarily from 5 work areas in the Townsite, 3 fee collection park gates, 6 outlying warden stations and 1 highway maintenance satellite 97 km south of town. Seasonal operations include an information centre 105 km south and 47 outlying warden cabins. Ten campgrounds with over 1,600 sites provide some 134,000 party-nights of accommodation annually and two information centres handle 180,000 inquiries. Forty-nine picnic sites and numerous points of interest cater to visitor needs and interests.

Acts with full authority as set out in numerous regulations under the National Parks Act and program policies and so directs, coordinates, manages (and mediates when required) staff and resources that goals, objectives and standards are met. The Superintendent decides on staff retention and discipline, resource re-allocation to meet objectives, road and trail closure for safety, forest fires to be fought or let burn, VIP requests contrary to policy. Decisions are made, informing the Director before the fact if there may be an effect along the park boundary and after if not. The Superintendent has discretion in approving all business licence of occupation, leases and all development concepts and visitor handling methods. The position subject to the general constraints of his/her budget is responsible and accountable for the allocation of funds and is responsible for proposing new or changed policy and regulations.

The Superintendent works with senior officers of at least nine federal departments and the same number of provincial ones. There are frequent and/or periodic contacts with transportation companies, employee organizations, park concessionaires and special interest groups such as the Sierra Club, National and Provincial Parks Association, Alberta Wilderness Association. Frequently the Superintendent is the most senior federal employee during visits of international, national or provincial government officials and thus is responsible for effective public relations and other matters in that regard. The Superintendent must be aware of all

that is going on in the Park and Townsite and as de facto mayor attend Jasper Townsite Committee and Chamber of Commerce meetings then inform the Director of potential problems.

Outside the Department, frequent contacts are with Chairman, Jasper Townsite Committee on Self-Government; President, Chamber of Commerce on Park and Town affairs; local and Division R.C.M. Police on local problems and VIP visits; Edmonton and local media - on routine and newsworthy items.

DIMENSIONS (Constant Dollars)

No. of subordinate staff	243
Salary, operating and maintenance budget	\$2.3 million
Annual capital budget	\$2.5 million
Value of facilities and equipment	\$10 million
Revenue	\$1.2 million

SPECIFIC ACCOUNTABILITIES

- 1 Oversees the efficient and effective operation, maintenance and development of Jasper National Park (including the townsite of Jasper).
- 2 Manages the development and approval of short and long range plans that relate to immediate and long term demands relative to the anticipated needs of the Park and the impact of visitor use.
- 3 Ensures good public safety, protection of natural resources and optimum public use of the Park.
- 4 Ensures Townsite and Park Public Health, (standards, inspections, etc.) and supervises the National Training Centre operation and administration.

EVALUATION RATIONALE

Superintendent, Jasper National Park

KNOW-HOW

- F Extensive knowledge of park management in terms of planning, programming and managing all activities and natural resources in Jasper National Park. A knowledge is also required of related federal and provincial legislation and directives.
- III Operational management and coordination of all activities and natural resources in Jasper National Park. Conceptual management in proposing new or changed policy and regulations.
- 3 Successful achievement of objectives requires supervising and motivating staff and dealing with senior federal and provincial officers.
- 528 Middle number indicates expertise required for operational management of park programs and activities.

PROBLEM-SOLVING/THINKING

- E Thinking within well-defined policies and specific objectives, manages Jasper National Park resources and ensures the natural preservation and visitor enjoyment. Initiates and approves park management plans for its preservation and use in general and ensures their implementation subject to overall park priorities and the resources available.
- 4 Evaluative thinking required in handling requests, proposals, suggestions and complaints with respect to park activities and in attending Jasper Townsite Committee and Chamber of Commerce meetings to discuss and resolve problems and contentious issues.
- (43) Lower percentage indicates the guidance available from well-defined policies.

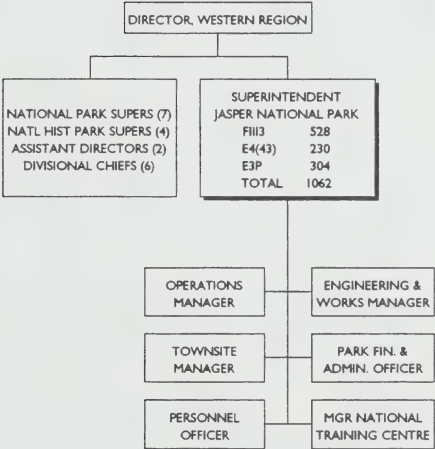
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director, Western Region, is subject to broad practice and procedures such as the National Park Act and Regulations. Also accountable for the safety of visitors in the park.
- 3P The position has primary impact on park program. The proxy selected to represent this program is an annual operating budget at \$2.3 Mil (Constant) and a staff of 243.
- 304 High number reflects the high degree of control over capital budget, the impact of the position on revenues generated and size of budget directly controlled.

SUMMARY

FIII3 528	E4(43) 230	E3P 304	1062	A2
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-5-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: SSA-4-A

POSITION TITLE: Director, Agri-Food Development
Nova Scotia

GENERAL ACCOUNTABILITY

Is accountable for implementing a dynamic provincially and regionally oriented program for the agri-food industry and the Department's role in the industry.

ORGANIZATIONAL STRUCTURE

This is one of sixteen positions at the second level reporting to the ADM. The others are nine Regional Directors, Directors General of International Programs, National Programs and Commodity and Food Industry Development; Directors of Management Services and Strategic Planning and Policy Coordination and an Executive Assistant.

Specific functions of the positions reporting to the Director are:

Manager, Development and Analysis (Staff of 7) is responsible for identifying development and adjustment opportunities with regional staff or in collaboration with other federal and provincial departments; for conducting corporate initiatives to formulate development strategies with major commodity groups and the food processing industry; for evaluating development proposals issuing from the public or private sectors and for designing and developing federal/provincial agreements in Nova Scotia and ensuring their proper focus and continuity.

Manager, Program Implementation (Staff of 9) is responsible for the implementation and management of development and adjustment programs such as those of the Canada/Nova Scotia Agri-Food Development Agreement, including the screening and recommendation to the Director of projects submitted for funding, the implementation of management and performance control.

Information Officer (Staff of 1) is responsible for the design and development of regional information strategies and activities to maximize the impact of the agri-food development efforts in the province through the promotion of public awareness, cross-industry information and client participation in federal development, adjustment and environmental activities.

Office Manager is responsible for the efficient provision of support services to the Director and professional staff including financial and administrative procedures, staffing and development, management information systems, operational planning and general office management.

Secretary is responsible for the efficient provision of support services to the Director resulting from his/her responsibilities, including secretarial services and coordination of information flow from regional office to Headquarters/other regional offices/OGD's/ NGO's/office staff.

NATURE AND SCOPE

The objective of the Department is: to promote the growth, stability and competitiveness of the agri-food industry through policies, programs and services that are most appropriately provided by the federal government to assist the sectors in maximizing their real contribution to the Canadian economy.

By virtue of the nature of the regional development concept of the federal government there are no national regional development policies and programs that the Director, Agri-Food Development administers. He/she is responsible for identifying opportunities and constraints and developing policies and programs for the particular province that are then put forward to Senior Management, the Minister and Cabinet for approval. The influence that the incumbent brings to bear with ACOA within the federal regional development spending pattern determines the extent to which funding is obtained in competition with other sectors and industries for development in the agri-food industry. The environment in which the Director must function is continually evolving in terms of technical, environmental, social, economic, political and institutional conditions.

In this context, the Director determines departmental development priorities within the province, discusses these with federal counterparts in other departments and formulates, in consultation with the ADM, Agri-Food Development, a departmental position for approval by the Deputy Minister and Minister.

The incumbent must foster and maintain close senior-level contacts at the provincial level so as to provide strategic advice to the Department, notably including the Deputy Minister, on the external relations of the Department.

The Director, Agri-Food Development directs and manages major agriculture and food development, adjustment and environmental programs which jointly represent approximately 90 per cent of the development and adjustment capability of the federal government serving producers, processors, and distributors of agriculture and food products in Nova Scotia. He/she is expected to respond to the development needs of the 25 major commodity sectors and members of the food-processing sector represented in the province by assisting producers to capitalize on their development opportunities through the introduction of new technology. The development of new products and innovations and the expansion and improvement of marketing functions is the primary focus of these activities.

The Director administers contract funds in support of the development, adjustment and environmental activities of the establishment. He/she develops contract proposals to extend programs through liaison with universities, provincial agencies and private consulting firms. He/she administers numerous unsolicited contract agreements under several development programs by initiating contract agreements, reviewing progress and budgetary matters, and reporting results to the extent of the delegated authority.

The Director initiates discussions with clients in the private sector and other government agencies to promote solutions to development problems or to capitalize on opportunities. He/she negotiates agreements and accords and commits funds on behalf of the Department, with the provincial government respecting development and adjustment programs and projects, contracts with private sector organizations, oversees federal agri-food emergency planning in

the province, and liaises with agencies and participants in the agri-food systems to foster a stronger and more viable federal presence.

The incumbent prepares and submits long-term plans, annual work plans and is accountable for program and resources management of the responsibility centre. In support of this role, he/she authorizes projects, allocates facilities, capital and personnel resources in relation to development program priorities. He/she appraises the performance of all professional staff, recommends salary and promotions and reviews the performance of all support staff personnel, at least annually.

The Director is responsible for the preparation of Ministerial and Deputy Ministerial briefing material on regional issues affecting the Department, MP's information on behalf of the Ministers, preparation of ministerial correspondence and issue briefings prior to federal/provincial meetings. In support of the government's Green Plan, the Director is responsible for a regional environmental scanning and intelligence process which has now become an integral part of the regional policy network with Headquarters on regional issues.

DIMENSIONS (Constant Dollars)

Person Years	19
Salary, operating and maintenance budget	\$199,500
Program Budget	\$1.9 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Represents the Department in the province in discussion, liaison, coordination, negotiation, economic research and development activities with provincial representatives of other federal departments and senior officials of the provincial government.
- 2 Stimulates, identifies, promotes and provides development opportunities in the province and represents and promotes the needs of the provincial agri-food industry to the Department, other federal departments and the private sector.
- 3 Allocates and commits funds to projects on behalf of the Department, within the provisions of the appropriate federal initiative or federal/provincial agreement, including direct delivery of other federal programs and the Nova Scotia portion of national departmental programs.
- 4 Directs staff in the identification, assessment and evaluation of agri-food development strategies, initiatives and activities proposed by the provincial, federal, or private sectors and recommends to the ADM and to the Vice-President of ACOA, federal sponsorship of, and appropriate funding levels for, provincial programs and projects which best meet departmental, federal, and provincial economic and regional priorities.
- 5 Directs the evaluation, on a continuing and a long term basis, of the performance of federal policies and federally-sponsored programs and projects impacting on the Nova Scotia agri-food industry and recommends to Corporate Priorities Committee through the ADM Agri-Food Development changes and adjustments to the Departments' regional priorities, program orientation, project sponsorship and funding levels, as indicated.

EVALUATION RATIONALE

Director, Agri-Food Development, Nova Scotia

KNOW-HOW

- F Extensive knowledge of the socio-economic conditions in the Region and the role agriculture plays in it and of the role of other Branches, to serve as the Departmental focal point for all activities in the Region and to develop and implement agreements taking into account the Department's commodities strategies.
- III Coordination of activities as carried out by various Departmental branches and in dealing with interest groups such as the province, industry and universities in the development of Economic, Research and Development Agreements (ERDAs).
- 3 Successful achievement of objectives requires coordinating departmental activities with those of the province and interest groups in a harmonious and productive manner.
- 460 Low number reflects tendency of end results to be related.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference towards functional objectives to develop, implement and evaluate agreements.
- 4 Analytical and evaluative thinking required to identify development opportunities, to negotiate federal/provincial agreements and to coordinate departmental activity at the regional level.
- (50) Low number reflects a similarity in the situations being confronted.

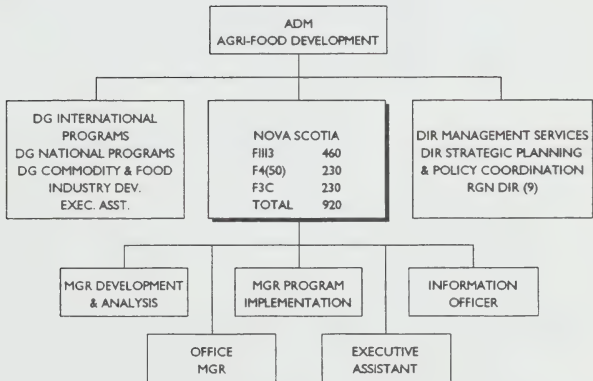
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, is subject to general managerial direction.
- 3C The position has a contributory impact on a regional program. The proxy selected to represent this program is an annual operating budget of \$ 1.9 Mil (Constant).
- 230 Middle number reflects the size of the region within the overall program and the degree of direction available from supervising position.

SUMMARY

FIII3	460	F4(50)	230	F3C	230	920	0
-------	-----	--------	-----	-----	-----	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: SSA-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-10-A

POSITION TITLE: Assistant Deputy Minister Marine/
Commissioner, Canadian Coast Guard (CCG)

GENERAL ACCOUNTABILITY

Is accountable for the development, provision, direction and operation of a safe and efficient Canadian marine transportation system that contributes to the national and international achievement of government marine objectives.

ORGANIZATION STRUCTURE

This is one of thirteen positions at the first level reporting to the Deputy Minister. The others are: Assistant Deputy Minister, Aviation; Assistant Deputy Minister, Policy Coordination; Assistant Deputy Minister, Surface; Assistant Deputy Minister Finance; Assistant Deputy Minister Personnel; Assistant Deputy Minister, Airports Group; Director General, Public Affairs; Director General, Review; Director General, Security and Emergency Planning; the General Counsel; the Inspector General, Transportation Safety; and an Executive Assistant.

Specific functions of the fifteen positions reporting to the Assistant Deputy Minister Marine/Commissioner CCG are:

Deputy Commissioner, Canadian Coast Guard (Staff of 555) is the Senior Executive of ADM Marine and represents the group at the Transport Program Control Board (PCB); provides direction to the Coast Guard in its regulatory, operational and research activities in order to promote the safe and expeditious movement of marine traffic through Canadian waters.

Director General, Ship Safety (Staff of 128) is accountable for the development, promulgation and enforcement of policy, regulations and standards made pursuant to the Canada Shipping Act and the Arctic Waters Pollution Prevention Act and other relevant statutes pertinent to ship safety.

Director General, Fleet Systems (Staff of 414) is accountable for directing and coordinating the provision of a fleet operational mission capability to enable line authorities to carry out their approved operational role.

Director General, Aids and Waterways (Staff of 85) is accountable for the development and implementation of national policies, levels of service and operating standards for aids to navigation; for the provision of all aids to marine navigation; and for the conduct of research and development activities in support of marine navigation systems.

Director General, Telecommunications and Electronics (Staff of 59) is accountable for the research, design, development, acquisition and provision of all telecommunications and electronic systems and services and for the development, promulgation and enforcement of regulations for installation, technical characteristics and performance standards for electronic equipment carried by ships.

Director, Search and Rescue (Staff of 36) is accountable for the management of the Marine component of the federal search and rescue program; including the provision of coast guard search and rescue facilities and services.

Director, Coast Guard Northern (Staff of 20) is accountable for the development and implementation of a Coast Guard Northern Region in the Arctic.

Director General, Harbour and Ports (Staff of 31) is accountable for ensuring that the federal government's responsibilities for public harbour, port facilities and commission harbour are carried out in accordance with government policies and regulations.

Director, Resource Management (Staff of 28) is accountable for the effective and efficient resource management programs of the marine group of the Department.

Director, Executive Services (Staff of 26) is accountable, through the provision of executive support services, for effectively and efficiently responding to major internal and external issues affecting more than one branch of the marine group.

Regional Directors General The five regional Directors General are directly accountable for the direction, management and administration of the Regional programs and projects concerned with the protection of human life, the environment and expeditious passage and operation of commercial vessels, fishing vessels, and pleasure craft of all flags using waters over which Canada claims jurisdiction.

Person-Years:

Newfoundland 849, Maritimes 1589, Laurentian 1138, Central 755, and Western 1036.

NATURE AND SCOPE

The ADM Marine/Commissioner of the Canadian Coast Guard is the principal Marine focal point responsible for providing advice and assistance to the Deputy and the Minister of Transport, the Minister of State, Transport, legislative committees of the House of Commons, other government departments and central agency officials on marine matters both in Canada and abroad. This includes major operational program safety and regulatory matters, changes and amendments to legislation such as the Canada Shipping Act, the Arctic Shipping Pollution Prevention Act and the Navigable Waters Protection Act in order to ensure the proper enforcement of the marine regulatory system.

The ADM Marine/Commissioner-CCG organization consists of the Canadian Coast Guard, over 300 Harbours and Ports, four Pilotage Authorities, Canarctic Shipping and the nine Commission harbours.

The Marine/Coast Guard (CG) operation is in support of the marine industry which requires the services of a variety of professional, technical, managerial and support employees in five decentralized regions, with a total of eighteen (18) bases and sub-bases geographically located across Canada.

The Marine/Coast Guard provides services to an important segment of Canadian industry. The chief role of the Coast Guard is to support waterborne commerce by providing way facilities (aids, channels, ice breaking, traffic routing, etc.) and other services which promote the safe and efficient movement of marine traffic. Coast Guard has sole responsibility for the construction, operation and maintenance of lighthouses and other audio, visual and electronic floating and fixed aids to marine navigation including vessel traffic services systems. The Coast Guard fleet which provides, in addition to aids to navigation support ice breaking, Search and Rescue, Arctic sea lift, science and sovereignty support, consists of some 300 units ranging from lifesaving boats to icebreakers.

The ADM Marine/Commission is responsible for ensuring the effective administration of marine safety legislation, including the Canada Shipping Act, the Arctic Waters Pollution Prevention Act, and the Navigable Waters Protection Act, in order to ensure the safety of ship operations in Canada.

The ADM Marine/Commissioner provides Canadian representation at meetings of international organizations such as the IALS/AISM (International Association of Lighthouse Authorities) and the IMO (International Maritime Organization) which is a specialized agency of the United Nations.

The ADM Marine/Commissioner, on behalf of the federal government, is chairperson of Canarctic Shipping Company which operates a 28,000 ton bulk carrier, the M.V. Arctic, whose primary task is to further the development of Canadian expertise in cargo-ship/icebreaker technology in order to demonstrate the feasibility of an extended Arctic navigation season.

The ADM/Commissioner has marine authority and accountability to provide advice within the departmental management and executive committees. In this capacity, the incumbent participates in the review and assessment of departmental/corporate plans and programs, including the financial requirements related to the marine corporations of the Department i.e., Ports Canada, St. Lawrence Seaway, and promotes and maintains a constructive interface with representatives of the marine corporations of the Department.

The ADM Marine/Commissioner is the Department's representative to the marine world nationally and internationally. The incumbent explains, negotiates, consults on and defends marine legislation proposals, policies and proposed changes thereto. The principal client groups are national and provincial associations of shippers, marine carriers and owners, employee groups, waterway users, port users, fishing industry, boating safety, coastal shipping and inland waterway groups. Additional groups are environmentalists, shipbuilders, pleasure boat associations, native and northern groups and shore property owners. Internationally, in addition to IMO, major interfaces are with the U.S. Coast Guard, U.S. pilotage groups, Great Lakes groups and mirror groups of shippers and shipowners.

The ADM Marine/Commissioner is typically responsible for three to four task forces dealing with departmental or interdepartmental issues, departmental responses to Ocean Ranger Royal Commission, CCG/COGLA offshore regulatory responsibility, Coast Guard potential coastal Security role.

DIMENSIONS (Constant Dollars)

Person-years	
Departmental:	21,000
Subordinate:	6,754
Salary, operating and maintenance budget	\$121 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Provides leadership in the development, provision and operation of all elements of the national marine transportation system.
- 2 Ensures the efficient operation of the specific marine facilities and services that are essential to the national transportation system and that are within the federal government's jurisdiction.
- 3 Ensures that the legislative and regulatory systems are in place to provide for the development, administration and enforcement of an adequate level of safety within the national marine transportation system.
- 4 Ensures the maintenance of efficient and economical marine way and terminal facilities, marine traffic management and pilotage services through the activities of the Canadian Coast Guard, harbour commissions, CANARTIC and the Pilotage Authorities.

EVALUATION RATIONALE

Assistant Deputy Minister Marine/
Commissioner, Canadian Coast Guard (CCG)

KNOW-HOW

- G Mastery of legislation, policy and programs affecting the marine transportation sector at national and international levels.
- IV Coordination of a major program of the department including policy formulation and operations. Reports administratively for 4 pilotage authorities, Canarctic, St. Lawrence Seaway, harbour commissions and Ports Canada.
- 3 Successful achievement of objectives requires maintaining constructive relationship with employees, representing the Department to private industry, other levels of government and through committees with representatives from other countries.
- 1056 High number reflects the expertise required to manage a highly technical national operational program.

PROBLEM-SOLVING/THINKING

- G Thinking within general government policies. Policy and Program development relates to standards and regulations governing the provision of Marine resources and construction of facilities throughout Canada. Very tough decisions in area of managing operational requirements.
- 4 Analytical and constructive thinking is required in devising programs for the present and future uses of Canadian waters.
- (66) Higher percentage reflects the combined roles of policy developer and service delivery manager for a highly technical national program.

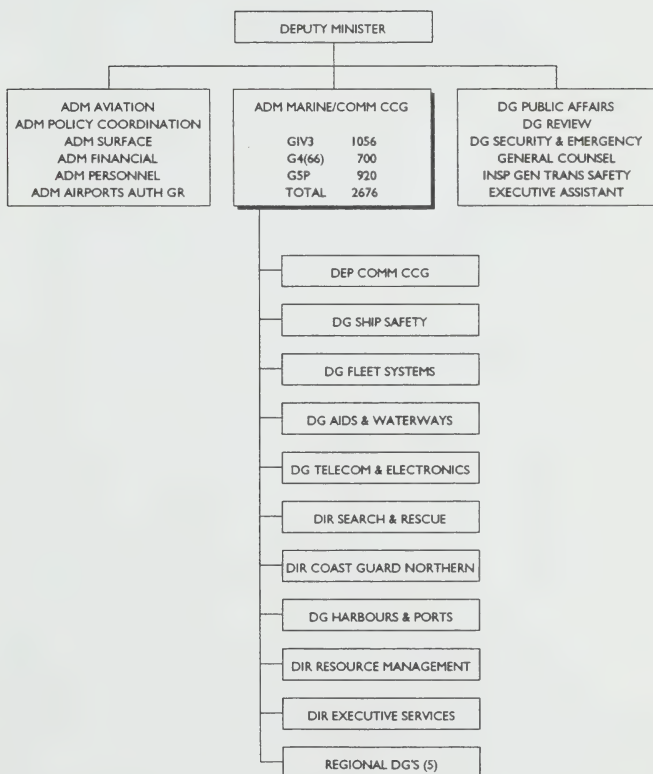
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, acts, subject to very broad guidance, to provide leadership in the national and international marine transportation sector.
- 5P The position has a primary impact on the Branch. The proxy selected to represent the Branch is an annual budget of \$121 million (Constant) and direct influence over 6754 person-years.
- 920 Low number reflects the latitude of the position in managing a significant departmental program and a low budgetary factor.

SUMMARY

GIV3	1056	G4(66)	700	G5P	920	2676	A2
------	------	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-10-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-9-A

POSITION TITLE: Assistant Deputy Minister, Medical Services Branch

GENERAL ACCOUNTABILITY

Is accountable for policy development, planning, organizing, implementing, directing and evaluating all Branch activities, most prominently the provision of direct and indirect health care services to a wide variety of specific clientele.

ORGANIZATIONAL STRUCTURE

This is one of fifteen positions at the first level reporting to the Deputy Minister. The other fourteen are: ADM's of Health Protection; Health Services and Promotion; Income Security; Social Services; International and Intergovernmental Affairs; Policy, Communications and Information; Corporate Management; Fitness and Amateur Sport; Director General, Personnel; Principal Nursing Officer; Senior Advisor, Status of Women; Director, National Advisory Council on Aging; Director, National Council on Welfare; and an Executive Assistant.

Reporting directly to the ADM are 17 positions:

Director General, Indian & Northern Health Services (Staff of 47) directs and controls a comprehensive Indian and Northern health care program and infrastructure.

Director General, Public Service Health (Staff of 350) coordinates and manages occupational and environmental health services to public servants and to Indian and Inuit communities.

Director General Health Advisory Services (Staff of 112) directs policy development as well as coordinates and manages a specific group of health services for which the Branch is responsible.

Director General, Program Transfer and Policy Development (Staff of 25) develops and implements policies and operational procedures for the transfer of federal health services to authorized Indian groups or to the territorial governments.

Nine Regional Directors (Staff of 2127) manage the delivery of direct health services to Indian, Inuit and Northern residents in specific areas of Canada.

Director, Planning & Review (Staff of 17) implements planning processes throughout the Branch and coordinates Branch management information systems, external audits and program review.

Executive Director, Branch Secretariat (Staff of 30) manages the ADM's office as well as directs and controls a number of specific functions.

Management Advisor (Staff of 2) directs the conduct of special management studies, reviews and projects.

Executive Assistant performs varied administrative and research functions.

NATURE AND SCOPE

All activities and programs are related to the health field. Most activities carried out by the Branch are not directly related to those conducted in other branches of the Department. The few restrictions on the incumbent's authority to act are those imposed by such Central Agencies as Treasury Board and the Public Service Commission. The major Branch activities are the direct and indirect provision of treatment and preventive health programs to Indian people living in remote areas and on reserves, as well as to Inuit and residents of the Yukon and Northwest Territories. There is no specific legislative base for these programs. Existing departmental policy must be sufficiently flexible to accommodate the Indian position regarding their rights to health care. There is a strong emphasis on preventive health programs and, therefore, a need to communicate with and motivate Indian people in this area. Regarding the arrangement of health services provided by other agencies, negotiations are carried out with university medical faculties to arrange contracts for services, as well as with provincial health departments for reciprocal program arrangements. The Branch also provides a number of medical and clinical services affecting the health and well being of the public service.

The incumbent is responsible for the integration of activities to provide a cohesive operation with adequate flexibility to meet changing problems and workload demands, and is required to optimize competing or conflicting goals or objectives of various operations and to maintain an adequate balance to reflect departmental and Government priorities. The ADM also represents the Department on policy issues, as well as major operational problems and issues, many of which have strong political or professional and scientific overtones.

The Branch is required to enhance and give visibility to the public service occupational health program. The ADM has, therefore, the ultimate responsibility for the provision of a highly professional program, which includes counselling and referral services, professional development, occupational health clinics, workplace hazard inspection and monitoring, and information and education services. An international flavour is added to the problems arising from the overall program when it is recognized that the clinics operated by the Branch are responsible for preposting, cross-posting and post-posting medical examinations of federal employees and their families serving abroad.

Under its civil aviation medicine mandate, the Branch provides medical advice to Transport Canada on the physical fitness of aviation groups. It is also the responsibility of the Branch, to provide medical, investigative and laboratory support related to aircraft accident investigation.

In immigration medicine, the Branch provides medical opinions to the Department of External Affairs on the health status of prospective immigrants to Canada, as well as long term visitors. In quarantine, the ADM is responsible for the administration of the Quarantine Act. Regulations are also enforced involving interprovincial and international transportation, potable water, and regulatory matters affecting Federal establishments across the country.

Emergency Services, which encompasses both Health and Welfare aspects of relief, maintains stockpiles of equipment in communities, and provides expertise to provinces in the preparation of disaster plans. Training programs, in areas such as first aid, are also coordinated on an ongoing basis.

In accordance with present government policy, great emphasis is placed on developing self-reliance and responsibility by individual Indians and Indian communities. This requires ongoing, complex and difficult negotiations with Indian people. It is the announced objective of the government to transfer, to the extent possible, responsibility for administration and actual delivery of health services to individual bands, tribal councils or other authorized bodies. Much of the managerial acumen of the ADM is directed to this end.

In the North, the Branch functions as the health department for each of the territorial governments. Both territories are now interested in taking over total responsibility for their health services. Meeting this objective requires continuing negotiations, much of which require the ADM's personal involvement.

The ADM is chairperson of a senior management committee which reviews, discusses and decides plans, policies and other major issues. In addition, there is a Branch executive committee which the incumbent also chairs. The ADM sits as a member of the Deputy Minister's senior management committee, in which there is frequently consultation on matters related specifically to the Branch, but which may have a strong impact on other areas of the Department.

Medical Services Branch has an involvement with eight complex Acts and Regulations.

DIMENSIONS (Constant Dollars)

Department P/Ys	9,000
Subordinate P/Ys	2,710
Salary, operating and maintenance budget	\$51,102,046

SPECIFIC ACCOUNTABILITIES

- 1 Establishes and maintains the delivery of effective and economical health programs to Branch clients.
- 2 Establishes and maintains appropriate systems and procedures to ensure the effective management of resources.
- 3 Directs the implementation, evaluation and improvement of policies, standards and procedures to cover a disparate group of Branch activities.
- 4 Ensures the provision of viable communications linkages with other government departments and central agencies, other levels of government within and outside Canada, client groups and all appropriate professional and educational groups.

Management Advisor (Staff of 2) directs the conduct of special management studies, reviews and projects.

Executive Assistant performs varied administrative and research functions.

NATURE AND SCOPE

All activities and programs are related to the health field. Most activities carried out by the Branch are not directly related to those conducted in other branches of the Department. The few restrictions on the incumbent's authority to act are those imposed by such Central Agencies as Treasury Board and the Public Service Commission. The major Branch activities are the direct and indirect provision of treatment and preventive health programs to Indian people living in remote areas and on reserves, as well as to Inuit and residents of the Yukon and Northwest Territories. There is no specific legislative base for these programs. Existing departmental policy must be sufficiently flexible to accommodate the Indian position regarding their rights to health care. There is a strong emphasis on preventive health programs and, therefore, a need to communicate with and motivate Indian people in this area. Regarding the arrangement of health services provided by other agencies, negotiations are carried out with university medical faculties to arrange contracts for services, as well as with provincial health departments for reciprocal program arrangements. The Branch also provides a number of medical and clinical services affecting the health and well being of the public service.

The incumbent is responsible for the integration of activities to provide a cohesive operation with adequate flexibility to meet changing problems and workload demands, and is required to optimize competing or conflicting goals or objectives of various operations and to maintain an adequate balance to reflect departmental and Government priorities. The ADM also represents the Department on policy issues, as well as major operational problems and issues, many of which have strong political or professional and scientific overtones.

The Branch is required to enhance and give visibility to the public service occupational health program. The ADM has, therefore, the ultimate responsibility for the provision of a highly professional program, which includes counselling and referral services, professional development, occupational health clinics, workplace hazard inspection and monitoring, and information and education services. An international flavour is added to the problems arising from the overall program when it is recognized that the clinics operated by the Branch are responsible for preposting, cross-posting and post-posting medical examinations of federal employees and their families serving abroad.

Under its civil aviation medicine mandate, the Branch provides medical advice to Transport Canada on the physical fitness of aviation groups. It is also the responsibility of the Branch, to provide medical, investigative and laboratory support related to aircraft accident investigation.

In immigration medicine, the Branch provides medical opinions to the Department of External Affairs on the health status of prospective immigrants to Canada, as well as long term visitors. In quarantine, the ADM is responsible for the administration of the Quarantine Act. Regulations are also enforced involving interprovincial and international transportation, potable water, and regulatory matters affecting Federal establishments across the country.

Emergency Services, which encompasses both Health and Welfare aspects of relief, maintains stockpiles of equipment in communities, and provides expertise to provinces in the preparation of disaster plans. Training programs, in areas such as first aid, are also coordinated on an ongoing basis.

In accordance with present government policy, great emphasis is placed on developing self-reliance and responsibility by individual Indians and Indian communities. This requires ongoing, complex and difficult negotiations with Indian people. It is the announced objective of the government to transfer, to the extent possible, responsibility for administration and actual delivery of health services to individual bands, tribal councils or other authorized bodies. Much of the managerial acumen of the ADM is directed to this end.

In the North, the Branch functions as the health department for each of the territorial governments. Both territories are now interested in taking over total responsibility for their health services. Meeting this objective requires continuing negotiations, much of which require the ADM's personal involvement.

The ADM is chairperson of a senior management committee which reviews, discusses and decides plans, policies and other major issues. In addition, there is a Branch executive committee which the incumbent also chairs. The ADM sits as a member of the Deputy Minister's senior management committee, in which there is frequently consultation on matters related specifically to the Branch, but which may have a strong impact on other areas of the Department.

Medical Services Branch has an involvement with eight complex Acts and Regulations.

DIMENSIONS (Constant Dollars)

Department P/Ys	9,000
Subordinate P/Ys	2,710
Salary, operating and maintenance budget	\$51,102,046

SPECIFIC ACCOUNTABILITIES

- 1 Establishes and maintains the delivery of effective and economical health programs to Branch clients.
- 2 Establishes and maintains appropriate systems and procedures to ensure the effective management of resources.
- 3 Directs the implementation, evaluation and improvement of policies, standards and procedures to cover a disparate group of Branch activities.
- 4 Ensures the provision of viable communications linkages with other government departments and central agencies, other levels of government within and outside Canada, client groups and all appropriate professional and educational groups.

- 5 Develops and monitors a timely and effective mechanism to ensure the attainment of approved government policies with respect to the transfer of responsibility for health delivery to such non-federal government groups as Indian bands or tribal councils.

EVALUATION RATIONALE

ADM, Medical Services Branch

KNOW-HOW

- G Mastery of public health principles and practices required to deliver a wide range of programs affecting Indians, Inuits, professionals in a variety of contexts, and the Canadian public, with respect to emergency situations.
- IV Conceptual coordination and operational management of various diverse and competing programs and related activities within Department.
- 3 Successful achievement of objectives requires directing and motivating subordinate staff, interacting with other government officials at provincial and territorial as well as federal levels; dealing with Indian groups and representatives on highly delicate and critical matters.
- 920 Middle number reflects the broad knowledge of a specialized field required to coordinate the delivery of national programs.

PROBLEM-SOLVING/THINKING

- G Thinking within generally defined policies on medical and health care and services provided under variety of diverse programs and circumstances.
- 4 Evaluative and constructive thinking required in devising, developing and implementing policies and programs for long term and anticipated medical and health concerns, as well as for emergency and short term situations affecting medical safety.
- (66) Higher percentage reflecting pull toward creative thinking challenges.

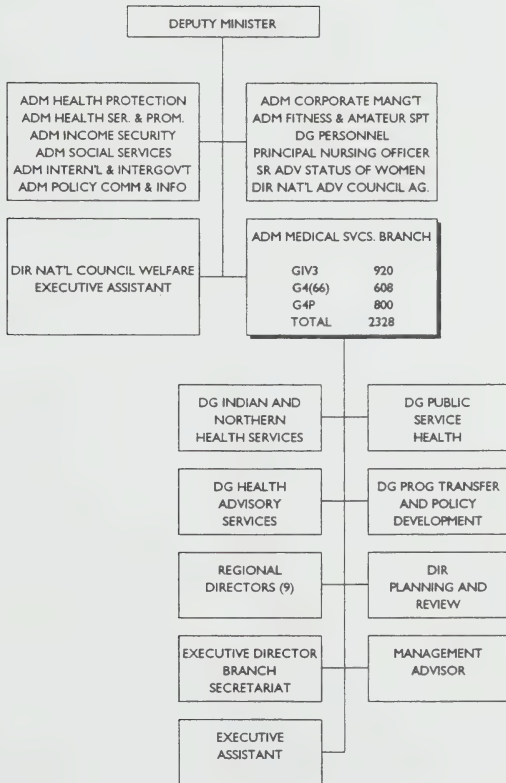
ACCOUNTABILITY/DECISION MAKING

- G Subject to general guidance of deputy minister in provisions of direct and indirect health care services to a wide variety of specific clientele, including other federal government departments.
- 4P The position has a primary impact on Branch activities. The proxy selected to represent these activities is an operating budget of \$51 Mil (Constant).
- 800 Middle number reflecting budgetary magnitude; minimal limitation on freedom to act in provision of service through national Health Care program.

SUMMARY

GIV3	920	G4(66)	608	G4P	800	2328	A2
------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-9-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-7-A

POSITION TITLE: Director General, Operations,
Ontario Regional Headquarters

GENERAL ACCOUNTABILITY

Is accountable for the administration and field delivery of an integrated multi-program employment and insurance service.

ORGANIZATIONAL STRUCTURE

This is one of 10 positions at the second level reporting to the Executive Director, Ontario Region. The other nine are: DG Immigration; DG Programs and Services; Directors, Personnel; Finance; Administration; Economic Planning and Analysis; Operational Review, Analysis and Management Services; Manager, Public Affairs; Director, Belleville Operations.

Specific functions of the positions reporting directly to the incumbent are:

Area Managers (29) are responsible for the effective management and delivery of the full range of employment and insurance programs and services to the public of Ontario in their respective geographical areas. (Staff ranges from 47 to 356 pys.)

Operations Management Services (Staff of 10) is responsible for the development, implementation and analysis of the planning and accountability process (Operations) for the Region; coordinating administrative activities for the network of Canada Employment Centres; providing operational management services for automated systems, such as NESS and OLIS; managing all special projects and initiatives until such time as they become operational.

Operations Management Services provides the central operations management link between the field network of Canada Employment Centres and the Director General, Operations, with respect to the variety of day-to-day operational management issues such as staffing, staff relations, accommodation, and property management problems, emerging media and political issues and problems.

NATURE AND SCOPE

The Department is responsible for all employment, unemployment insurance and immigration programs in Canada. It responds to changing circumstances in the labour market, matching job opportunities with qualified workers and ensuring that employers can get the skilled workers they need in a timely and effective manner. It also encourages human resource planning by the private sector, helping enterprises and individuals in adjusting to labour market conditions.

The Director General, Operations, plans, directs, and controls a decentralized field delivery of all departmental programs in the region. In addition, a number of special programs and services are delivered designed to meet the needs of certain workers or groups of workers who are experiencing difficulties in entering or re-entering the labour market. This can include "special" action for designated target groups, e.g. Women, Aboriginal Peoples, Disabled Persons, Visible Minorities, as well as WAT (Work Adjustment Training). The Director General, Operations is also responsible for the management and delivery of the Canadian Jobs Strategy Program through the network of Canada Employment Centres.

The socio-economic problems of the Ontario Region (labour force 5.3 million) are currently in a dynamic state. On the one hand, a relatively high intake of immigrant/refugees, coupled with a high rate of unemployed, highly educated youth are competing for scarce jobs; on the other hand, significant skill shortages are noted in the manufacturing sector. Additionally, women, natives and the handicapped are becoming more vocal in their demands for action in the labour market, and have developed a high political profile. The Director General plays a very important role in the Regional Aboriginal Board.

In this environment, the Director General, Operations must respond quickly and decisively to labour market demands from both the employer and employee sides. Effective distribution of human/financial resources must be made by him within present government spending restraints.

As a member of the senior management group in Ontario Region and several senior operational groups, the incumbent continuously provides input on all operational aspects of Canada Employment Centres (CEC) activities, as well as comments on any proposed policies or procedures (e.g. Ontario representative of the Performance Measurement Steering Committee, National D.G. Operations meetings). The incumbent must communicate in a superior manner with provincial government officials, particularly in those areas with commonality of purpose, e.g. Sole Support Mothers Project; on-site (CEC) Welfare Officers; the Affirmative Action Sub-Committee of the Federal-Provincial Manpower Needs Committee. A high degree of interaction has been necessary with senior representative of the United Auto Workers Union and special interest groups representing the "unemployed", target groups, etc.

As a major challenge the Director General, Operations, must clearly demonstrate sensitivity and willingness to respond to the wide range of interest groups in the region. The incumbent must be able to make public addresses to major media outlets, headquartered in the City of Toronto, as the senior operational spokesperson for the Ontario Region. In a changing organization, the incumbent must demonstrate the ability to manage "change" because departmental operations must reflect legislative impacts as the Department evolves through the 1990's.

The position Director General, Operations, is the second most senior in rank in the Ontario Region, and as a principal advisor to the Executive Director, is required to act in that position approximately 15% of the year.

DIMENSIONS (Constant Dollars)

Number of Person Years	4,699
Canada Employment Centres	130
Youth Employment Centre	2
On Campus Employment Centres	3
Student Employment Centres (open 5 months per year)	114
Salary, operating and maintenance budget	\$46 Mil.
Net Unemployment Insurance Pay Out	\$800,000,000
Canadian Jobs Strategy	\$40,000,000
Adjustment Assistance	\$8,000,000

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient delivery of all departmental programs and services by planning, directing, and controlling the operations and activities of CECs through the 29 management areas and by consulting with the Director General, Programs and Services.
- 2 Acts as senior advisor to the Executive Director on all aspects of operational policies, plans and programs designed to service the department's various clients through the CECs.
- 3 Acts for the Executive Director in his/her absence and make decisions on his/her behalf on the approval and execution of departmental policies and programs for the Ontario Region.
- 4 Coordinates and develops joint federal-provincial programs and services to eliminate duplication and provide optimum service to the labour force in Ontario by continuing contract and discussion with officials of the Provincial Government and other federal government departments.
- 5 Acts as chairman, co-chairman or participant in a variety of national committees to develop improvements in our programs and services by the provision of significant regional intelligence.

EVALUATION RATIONALE

Director General, Operations, Ontario Region

KNOW HOW

- G Mastery of two departmental programs, namely employment and insurance; extensive knowledge of the labour marketforce, supply and demand; proficiency in all aspects of relevant legislation; in dealing with other levels of government, the private sector and special interest groups. In depth knowledge of the social and economic fabric of Ontario.
- III Operational management of two distinct programs delivered at 249 locations.
- 3 The provision of service is critical to the successful achievement of objectives. Interactions include dealing with officials from other levels of government, the private sector, bargaining agents and public advocacy groups on program initiatives. Also required is the motivation of a large staff to achieve objectives.
- 700 The middle number reflects the managerial and specialized expertise required to deliver major departmental programs in a large, diverse region.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference in an environment of rapidly changing labour market conditions.
- 4 Analytical and evaluative thinking is required to assess highly diverse labour market conditions, special needs and socio-economic conditions in a large, diverse region.
- 57 Higher percentage reflects the requirement for innovative thinking to adapt and deliver two programs in a highly varied labour market.

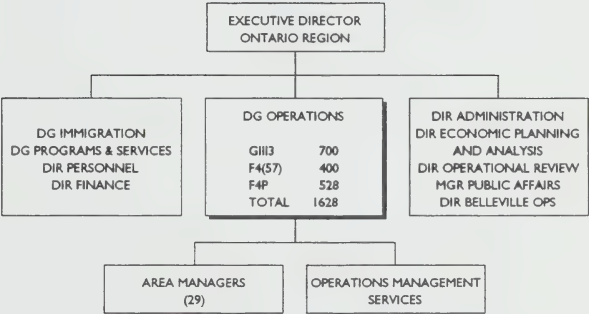
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Executive Director, Ontario Region, is broadly subject to functional policies and objectives relating to the employment and insurance programs.
- 4P Primary impact on the operations of the region. The proxy selected to represent these operations is a salary and operating budget of \$46 Mil (Constant).
- 528 The middle number reflects the latitude in representing the department and in determining regional priorities and objectives for program delivery.

SUMMARY

GIIB 700	F4(57) 400	F4P 528	1628	A2
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-7-B

POSITION TITLE: Regional Director General,
Ontario

GENERAL ACCOUNTABILITY

Is accountable for the effective and efficient delivery of service programs in the Region.

ORGANIZATION STRUCTURE

This is one of 10 positions at the second level reporting to the Assistant Deputy Minister, Conservation and Protection Service. The others are: Regional Directors General of Atlantic, Quebec, Western and Northern, Pacific and Yukon Regions; Director General, Environmental Protection; Director General, Inland Waters; Director General, Canadian Wildlife Service; Director, Finance and Administration; Director, Management Information; Director, Policy; and, Director, Personnel.

Specific functions of the six positions reporting directly to the Regional Director General are:

Regional Director, Environmental Protection (Staff of 75) is responsible for the design, negotiation and implementation of solutions to reduce the environmental impacts of economic and social developments; for the development and implementation of regulations and guidelines, often in cooperation with the province, to reduce the impact of harmful air and water emissions and effluents on the environment and on human health; for the implementation of federal legislation, either unilaterally or in conjunction with the province to control the harmful impacts of toxic substances; and, for the restoration of environmental quality in the event of spills and for environmental emergencies.

Regional Director, Inland Waters (Staff of 163) is responsible for maintaining and for improving access to good quality water in the region through regional implementation of national programs and interjurisdictional agreements involving data collection on land use and inland waters quality and quantity; for reducing the damages resulting from floods and similar natural hazards; for ensuring that conservation and resource values are integrated into economic planning and decision making; and, for maintaining good working relations with United States administrations involved in soil and water matters in order to meet Canada's commitments under the Great Lakes Water Quality Agreement and Niagara River Toxics Management Plan.

Regional Director, Canadian Wildlife Service (Staff of 59) is responsible for sustaining and/or increasing the population of migratory birds in the region; for maintaining and/or enhancing wildlife habitat in the region; for the rehabilitation or re-establishment of endangered species; for maintaining and/or enhancing the region's access to wildlife resources (either domestic or international); for reducing damages resulting from migratory birds; for conducting research into long range transport of air pollutants; and for enforcement of co-operative agreements,

treaties, acts and regulations with the province, the United States and private sector organizations.

Director, Great Lakes Environment Office (Staff of 51) is responsible for the planning, control, implementation, coordination and evaluation of the federal Great Lakes Water Quality program with the governments of Ontario, United States, eight state governments, and the International Joint Commission. This is a national program for which federal lead responsibility has been assigned to the Department.

Regional Manager, Finance & Administration (Staff of 40) is responsible for all financial management and management information including estimates, budgets, financial reports and for administrative services, including inventory, materiel management, library, records, security and telecommunications for Ontario Region plus financial services for National Water Research Institute (300 P/Y).

Regional Manager, Personnel (Staff of 20) is responsible for the provision of advice on all aspects of the management of human resources and the provision of personnel services in staffing, classification, pay and benefits, training and development and human resource planning.

NATURE AND SCOPE

As the senior Branch regional officer, the Regional Director General has three broad responsibilities: the protection of the Region's environment from degradation; the conservation of the Region's natural resources; and, the management of ecological and economic interdependence.

The Regional Director General acts on behalf of the Department in the negotiation of policies and programs with other levels of government. Through a broad knowledge of regional issues, sensitivities and goals, the incumbent is able to provide advice to the Assistant Deputy Minister on external relations with the Service, on internal problems and opportunities and on the special capabilities of Service officials in the Region. Because of the evolving nature of environmental issues, the Regional Director General plays the key corporate role in contributing to the development and in implementing changes to Service structure and programs in the Region.

The Regional Director General must continually monitor and assess the economic development activities and investment climate within the Region and in the eight states adjacent to the Great Lakes, so that limited resources are always applied against priority issues. With the significant impact of operations in the United States on the Canadian side of the Great Lakes Basin, it is essential that the positions adopted by the Regional Director General on behalf of the Federal Government represent an acceptable balance between the competing needs for economic development and for environmental protection and in effectively influencing the United States while maintaining Canada's position as a sovereign nation.

The Regional Director General manages the compliance activities associated with a number of agreements, acts and regulations. This requires a high degree of discussion, negotiation and agreement with other government departments, the province, industry, the eight state governments, the U.S. federal government and the International Joint Commission. The

incumbent negotiates formal federal-provincial and Canada-U.S. agreements to describe work sharing arrangements and to allow for equivalent environmental protection regulations, memoranda of understanding with other federal departments, and compliance schedules with industry. Convictions carry heavy penalties, which requires that enforcement activities must be based on the professional conduct of inspections and investigations.

Due to the shared nature of many resources, the incumbent must ensure the coordination of the government's programs, policies and activities; internationally with the U.S. (in cooperation with External Affairs and the International Joint Commission) as well as with eight state governments and with other federal government agencies.

This coordination is achieved by the incumbent directing the negotiation and implementation of a range of formal long-term federal-provincial cost-sharing and work-sharing agreements, joint management boards and informal working arrangements with these other partners. In addition, agreements are entered into with private sector organizations, such as Ducks Unlimited, Wildlife Habitat Canada, and the World Wildlife Fund to develop and subsequently jointly manage a range of habitat development and wildlife research projects.

The incumbent has significant responsibilities for which he/she is accountable to the International Joint Commission. She/he serves as the Canadian Chair of the Great Lakes Water Quality Board, the principal advisor to the IJC and as a member of the Corporate Management Committee of the IJC. In these roles she/he contributes directly to the management of the IJC resources in the Windsor Regional Office.

The Regional Director General oversees the development and management of a public information program that includes the delivery of speeches and media presentations to conferences, industry associations, boards of directors, chambers of commerce, universities, government departments, and public meetings on all aspects of the government's position on sustainable development and the integration of economic and environmental decision making.

The Regional Director General serves on the Management Board of Conservation & Protection and participates fully in the establishment of the long term plans and goals for the Service; in resource allocation decisions; in establishing management practices; and in reviewing organizational structure. At the regional level the incumbent achieves coordination and integration in the delivery of C&P programs through the chairmanship of the Regional Management Team. The Regional Director General actively manages the Region's communications activities with input and advice from the Regional Director of Communications. The Regional Director General receives broad functional guidance from the Directors General of Inland Waters, Environmental Protection and Canadian Wildlife Service and is expected to make all significant decisions as the senior line manager in the region on budgetary and personnel matters, and work plans which are compatible with, and supporting of national programs plans and priorities.

DIMENSIONS (Constant Dollars)

Staff:	412 Person Years
Salary, operating and maintenance budget:	\$3.8 Mil.
Capital:	\$333,512
Grants and Contributions:	\$3,830,965

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient management of resources and facilities assigned to the region, and ensures the efficient and economical achievement of diverse, complex program objectives and goals.
- 2 Provides a meaningful contribution to the direction and management of the Service by providing sound advice to the Assistant Deputy Minister, Headquarters' Directors General and the Executive Committee and Management Board on program objectives, policies, strategies, plans and budgets.
- 3 Serves as spokesperson for the Deputy Minister and the Assistant Deputy Minister in the Region on a variety of issues such as CEPA, dioxins, etc.
- 4 Makes a meaningful Canadian contribution to the International Joint Commission through management of the Great Lakes Water Quality Board, the Project Management Team for the Reference on Fluctuating Great Lakes Levels and participation on the Corporate Management Committee.
- 5 Initiates, develops and maintains effective working arrangements with other countries, provinces, other government departments, agencies or crown corporations, industry associations, environmental and other non-government organizations, and universities.
- 6 Negotiates the resolution of complex and conflicting resource use interests by conferring with industry, government specialists, foreign governments and leaders of special interest groups to reach consensus or compromise.

EVALUATION RATIONALE

POSITION TITLE: Regional Director General,
Ontario

KNOW-HOW

- G Mastery of scientific theories and techniques and departmental policies and programs related to environmental conservation and protection; broad knowledge of regional economic, social and political issues, sensitivities and goals.
- III Delivery of a variety of programs in the region relating to such matters as land use, water quality, wildlife habitat, endangered species.
- 3 The establishment of good interpersonal relationships is critical in directing and motivating staff and in dealing with provincial and US federal and state counterparts.
- 700 Middle number reflects the depth and diversity of knowledge required to deliver a wide range of conservation and protection programs in the region.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference, the RDG is empowered to make decisions necessary to facilitate cooperation and good working relationships with the province and US counterparts.
- 4 Analytical, evaluative and interpretive thinking is required in addressing a wide range of complex problems in such matters as sustainable development, water and air quality, wildlife habitats.
- (57) Higher percentage reflects the complexity of the environmental problems which must be addressed and the challenge of adapting national programs to meet regional requirements.

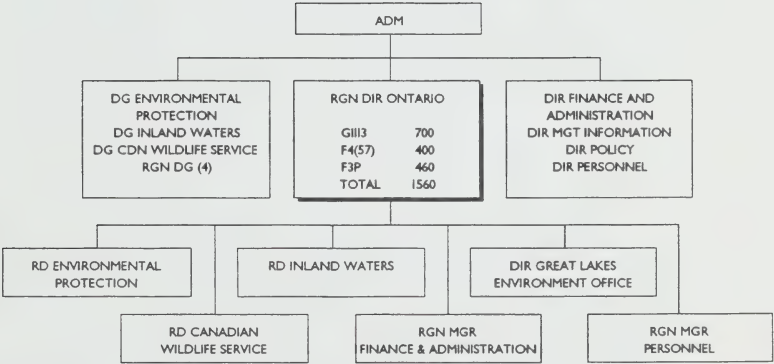
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Conservation and Protection, is broadly subject to functional policies and objectives in delivering programs with a high public profile.
- 3P Primary impact on the operations of the Region as represented by an annual operating budget of \$3.8 million (constant)
- 460 High number reflects very strong freedom to act in managing the delivery of programs in the region and in negotiating agreements with provincial and US state governments.

SUMMARY

GI113	700	F4(57)	400	F3P	460	1560	A1
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-7-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-6-A

POSITION TITLE: Director General, Canadian Coast Guard
Newfoundland Region

GENERAL ACCOUNTABILITY

Is accountable for the management, administration and delivery of all service programs in the Region.

ORGANIZATION STRUCTURE

The position is one of twenty-one (21) positions reporting at the second level to the Assistant Deputy Minister, Marine. The twenty-one positions are: Deputy Commissioner; Directors General of Marine Navigation Services; Fleet Systems; Ship Safety; Telecommunications & Electronics; Harbours & Ports; Director, Search & Rescue and Marine Emergencies; Director General, Policy Planning and Resource Management; Director, Marine Environmental Response and Emergency Planning; Director, Executive Services; Regional Directors General of the five Coast Guard Regions (Newfoundland, Maritimes, Laurentian, Central, Western and Northern); Chairs of four Pilotage Authorities; and Canarctic.

Specific functions of the positions reporting directly to the Regional Director General, Newfoundland Region are:

Regional Manager, Marine Navigation Services (Staff of 209) is responsible for the development, planning and implementation of regional programs related to marine navigation systems including waterways maintenance, protection and development and dredging, for providing functional direction to District Managers relative to short range navigation aids and planning and providing continuing justification for long-range aids to navigation.

Regional Manager, Ship Safety (Staff of 38) is responsible for administering the Department's ship safety and pollution prevention programs; for the statutory inspections of ships, examination of candidates for certificates of competency as Masters, Mates and Engineers, safe stowage of dangerous goods cargoes and the investigation of violations of the various Acts and Regulations.

Regional Manager, Search and Rescue (Staff of 109) is responsible for the direction of dedicated Search and Rescue resources including vessels and stations; for the planning, development and provision of the boating safety education service; the coordination of the Canadian Marine Rescue Auxiliary Services.

Regional Manager, Telecommunications and Electronics (Staff of 148) is responsible for the operation and maintenance of radio stations and long-range navigational system aids including Loran-C stations, and for engineering, installation and maintenance of all electronic equipment used in the region including equipment on board the Service fleet.

Regional Manager, Environmental Response and Emergency Planning (Staff of 14) is responsible for the development and implementation of the Regional Contingency Plan; contributing to the development of National Joint US/Canada and Denmark/Canada Contingency Plans; responding to emergency situations; for the training of staff in the use of equipment; arranging exercises involving federal, provincial, civic and industry personnel and for the maintenance of the regional inventory of cleanup equipment.

Regional Manager, Fleet Systems (Staff of 365) is responsible for the provision of icebreaking, escorting and information programs in the Central Region; for the fleet maintenance and refit program; for providing logistic support and specialized services, including functional guidance to all Search and Rescue and District vessels and other special purpose craft, including lifeboats, and for the functional direction of helicopter units.

Regional Manager, Harbours and Ports (Staff of 9) is responsible for the development, management and administration of public harbours and ports throughout the Region; for the management of public facilities including associated land management and capital projects associated with the facilities and all license and leases for the facility operation.

Regional Manager, Resource Management (Staff of 6) is responsible for the effective and efficient resource management programs of the Newfoundland Region; for programme development, the preparation of operational plans, resource allocation and expenditure control.

Chief, Management Services (Staff of 3) is responsible for the provision of executive services to the Regional Director General; for planning and for coordinating major internal and external issues affecting more than one Regional Branch; for responding to and/or coordinating responses to requests for information and material for the Branch in Ottawa.

Regional Safety, Health and Security Officer (Staff of 2) is responsible for operational safety, health and physical security programs throughout the Region.

Base Manager - Goose Bay (Staff of 2) is the Coast Guard representative in Labrador; primarily responsible for marine aids to navigation, Navigable Waters, Protection Act, marine emergencies, spill response, vessel inspections and Receiver of Wrecks.

Special Projects Officer is responsible for providing an analytical and interpretative service to the Director General, for coordination and preparing reports and "positions" on major regional issues; providing a senior advisory service; and directing special projects such as the Canadian Coast Guard/Canada-Newfoundland Offshore Petroleum Board MOU, dealing with the report of the Public Review Panel on Tanker Safety and Marine.

NATURE AND SCOPE

The operations of the Service are concerned with the safe and expeditious movement and operation of vessels, the protection of the environment and human life, and the maintenance of an adequate examination structure for the certification of Masters, Mates and Engineers, for statutory certificates of competency.

The legislation governing Coast Guard activities is complex, covering operations which provide a variety of services to the shipping public for marine navigation systems, including waterways

development and safety and public correspondence communications; Icebreaking and Arctic operations, including ice escorting and support to other government departments and agencies; Marine Regulations, including Ship Safety and Emergencies (pollution prevention and cleanup capability); Search and Rescue including Canadian Marine Rescue Auxiliary (CMRA); and Public Harbours and Ports.

The Region's responsibilities are directly related to the extent of its 17,000 km coastline which represents approximately 70% of the Canadian Eastern seaboard, the harshness of its environment created by the Northeast coastal waters five-six months of each year and the storms which come up the United States seaboard and proceed in a generally north easterly direction through the Newfoundland marine area, the extent and proliferation of the fishing industry, the island's central position in relation to major North Atlantic international shipping lanes to the Canadian Interior and the region's proximity to the offshore oil fields.

The Regional Director General also manages the harbours and ports program, including the development and management of public facilities and the associated land management. The incumbent implements operational and inspection procedures and inspection standards, for replacement and reconstruction programs, for leases and licenses, for federal property appraisals, for revenue generation and collection, for port promotion in consultation with private industry and other levels of government, for federal, provincial and international relations in port matters, and for the development and execution of the three year operational plan. In addition, the incumbent must be aware of international shipping agreements, fleet conferences, international conventions, marine and related statutes, regional statutes, insurance agreements, all of which cover an extensive field of knowledge impacting in a special way on port matters.

The impact and timely provision of services, such as icebreaking, escorting, vessel traffic regulation and communications are a major factor affecting the economy of the Region. Specific international responsibilities include a requirement for constant dialogue and interface with the United States Coast Guard.

The nature and function of Coast Guard programs require that the Director General, Coast Guard, Newfoundland Region be knowledgeable in a broad spectrum of matters such as federal/provincial relationships which is of particular importance in the Newfoundland Region where there is a variety of direct support programs involving both federal and provincial jurisdictions. In addition the incumbent must be knowledgeable in matters of domestic and international marine commerce, government policy, shipbuilding and repair, ship and port operations, socio/economic and environmental concerns, labour markets, contracting procedures and internal human resource management which interact in the determination of existing services or response to technological change or new initiatives affecting marine transportation and supporting systems; for example, the Canadian Laws Offshore Application Act, extension of navigation on Lake Melville, volume mix of cargo handling techniques, offshore oil and gas exploration, development and production, Canadian Coast Guard/Canada-Newfoundland Offshore Petroleum Board and Labrador Inuit Land Claims offshore.

Consultation is frequent with the regional heads of other government departments, i.e., Department of Fisheries and Oceans, Department of the Environment, National Defence and Public Works Canada, the National Transportation Agency and the Public Service Commission on matters of mutual concern or required co-ordination, and with officials of the marine industry and unions.

The Regional Director General also consults with provincial and municipal authorities on services provided by the Coast Guard. This consultation occurs at the (provincial) Deputy Minister and Mayoralty level.

DIMENSIONS (Constant Dollars)

Person-Years	907
Salary, operating and maintenance budget	\$ 10.5 Mil
Capital Program	\$ 3.4 M

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the efficient and economic achievement of objectives, strategies and goals through the development and implementation of the total service program throughout the region.
- 2 Ensures that the performance of all operations meets the required standards and that the financial, equipment and personnel resources are effectively managed.
- 3 Ensures continued improvement of Regional operations in accordance with changing technology, new legislation and Government restraint.
- 4 Contributes to the achievement of the department's objectives by developing Regional policies, providing input to overall departmental policy-making and developing and motivating the human resources of the Region.
- 5 Coordinates and develops long-range operating and capital budgets to ensure effective resource and facility planning by Managers and the timely provision of services in the Region.
- 6 Contributes to the formulation of policy by providing advice and guidance to the Assistant Deputy Minister Marine/Commissioner Canadian Coast Guard on sensitive regional issues and on the administration of Public Harbours and Wharves in the Region.

EVALUATION RATIONALE

Director-General, Newfoundland Region

KNOW-HOW

- G Mastery of Maritime navigation, law, operations and construction as well as the political environment in which the position must operate.
- III Operational coordination of navigation aids, ice breaking, search and rescue, ice escorting, and certification services relating to ships officers, pollution control, light station supply, and ports management services.
- 3 The advisory, public relations, and managerial portions of the work of this position make the possession of a high level of human relations skills critical.
- 608 Low number reflects the highly operational nature of the managerial and specialized knowledge required for the position.

PROBLEM SOLVING

- F Thinking within broad policies is required in the management of the region and the provision of advice to and functional the Commissioner. The work is performed under the general direction of functional guidance from Head quarters.
- 4 Evaluative, interpretative, and analytical thinking, often on short notice, needed to manage the Canadian Coast Guard in the Central Region.
- (50) Low percentage reflects the degree of functional guidance available from Headquarters.

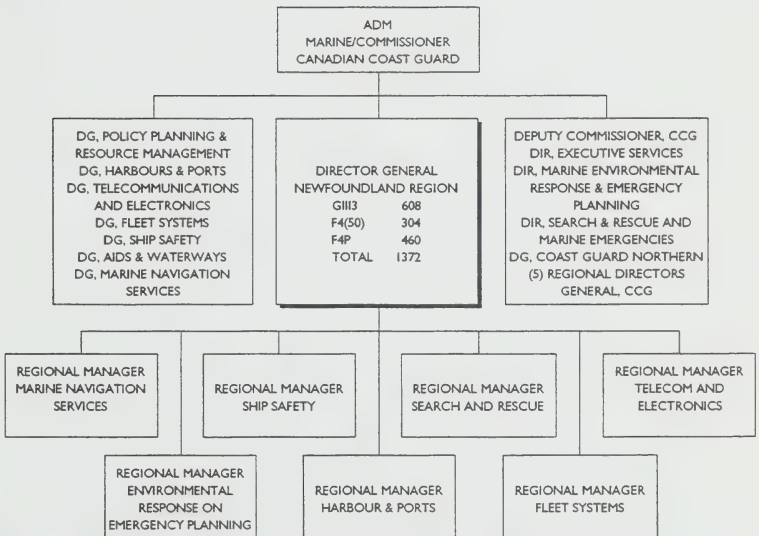
ACCOUNTABILITY

- F This position, reporting to the Commissioner of the Canadian Coast Guard, is broadly subject to functional policies and goals, in determining priorities for these of Coast Guard resources, and in handling emergency situations (e.g. sinkings, oil spills).
- 4P The position has a primary impact on the operations of the Newfoundland Region. The proxy selected to represent these operations is an annual salary, operating and maintenance budget of \$10.5 Mil (Constant).
- 460 Low number reflects a solid F and low range 4.

SUMMARY

GIII3	608	F4(50)	304	F4P	460	1372	A3
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-6-B

POSITION TITLE: Regional Director, Manitoba Region

GENERAL ACCOUNTABILITY

Is accountable for planning, organizing, directing, controlling and evaluating medical services to Registered Indians and some non-Indian people within the Province of Manitoba.

ORGANIZATIONAL STRUCTURE

This position is one of thirteen positions at the second level reporting to the Assistant Deputy Minister, Medical Services. The other twelve are: Regional Directors, of the seven remaining Regions; Directors General, Indian & Northern Health Services; Health Advisory Services; Program Transfer, Policy and Planning; Public Service Health; Executive Director, Branch Secretariat.

Specific functions of the positions reporting directly to the Regional Director, Manitoba Region are:

Director, Health Programs (Staff of 23) provides direction, advice and guidance in the management and conduct of the operational function of Manitoba Region, health support programs, planning, management practices, policy evaluation and analysis, regional nutritional program, dental health services and dental education programs.

Director, Administration (Staff of 34) provides direction, advice and guidance in the management and conduct of the administrative function of Manitoba Region consisting of administrative services, non-insured service cost containment program, property and construction management, EDP operations, purchasing, supply and warehousing activities, patient referral activity, and the regional contract and accommodation activities.

Director, Community Based Health Services (Staff of 12) plans, organizes, directs and evaluates the overall regional program and communications strategy for community development, health careers, and developmental needs of Indian communities.

Regional Manager, Financial Services (Staff of 17) plans, develops and coordinates financial and accounting systems, procedures and programs for the purpose of budgeting, planning and expenditure control and for the timely financial reporting of all regional activities.

Regional Nursing Officer (Staff of 5) plans and evaluates the health services of the Region in accordance with population needs and Branch mandate.

Zone Director, North Zone (Staff of 120) is responsible for directing the delivery of Indian health programs, including one hospital, 10 nursing stations and 6 public health facilities.

Zone Director, South Zone (Staff of 116) is responsible for directing the delivery of Indian health and environmental health programs, including one hospital, 11 health centres and 8 nursing stations to the 70,000 status Indian people of the Region.

NATURE AND SCOPE

Indian Health Services programs include the provision of both direct and indirect treatment and prevention health programs to Registered Indians and others living on reserves and the provision of non-insured services to all eligible Registered Indians in Manitoba. This includes 70,000 Registered Indians and approximately 3,500 non-status individuals who by custom and previous policy precedent receive services from the Branch.

Delivery of effective health services to the client population and other activities which are directed to meet client needs are influenced by the Indian health policy. Under the policy there is a strong emphasis for the Indian people to develop responsibility and self-reliance for the provision of their own health services. There is also an increasing awareness among the client population of services that are available from the Branch. Demands are increasing for these services and the volume of non-insured medical services to client groups are increasing in the area of 20% annually. At the same time, there are increasing governmental pressures to restrain expenditures on all levels and categories. The Regional Director must therefore demonstrate initiative and flexibility in meeting new program demands through reallocation and change of existing resources.

It is within this environment that the Regional Director is called upon to provide leadership, plan, direct, organize and control the implementation of efficient, effective and economic programs for, and with Indians.

The incumbent provides leadership in formulating plans and objectives for regional programs consistent with those of the Branch and the Department but adapted to meet the unique social, economic, political and other variable conditions within the Province. This includes the conduct of studies to develop procedures for the implementation of Branch programs and identify regional objectives and procedures to meet the specific needs of the population and organizations served. Branch programs are outlined in broad and general terms of policy intent. The incumbent exercises total judgment and discretion in the organization of regional programs, the allocation of resources and the establishment of regional priorities and specific program objectives.

The incumbent develops and implements innovative approaches to meet changing requirements which occur frequently within the regional health care programs. Implementation of Branch objectives relative to treatment services for Indians necessitates the provision of the services of health care professionals in numbers and in variety that exceed the staff available within the regional complement or obtainable through the normal process of recruitment. Ongoing needs in this area are identified and met through the negotiation of contracts with university faculties of medicine and dentistry for service on a rotational basis of specialists, physicians, residents, dentists and other medical personnel at regional facilities and through agreements negotiated with private practitioners and a wide variety of professional associations for services to service areas where the Branch has mandated responsibility for the provision of health care services.

A major challenge facing the incumbent is to reduce client reliance upon the Branch in Manitoba and to ensure the transition of the Branch from a direct delivery provider to a service facilitator while at the same time accelerating the rate at which regional programs move away from treatment orientation to prevention and promotion activities. The Regional Director acts within the context of reasonable and prudent management of resources and programs to ensure effective service delivery to client groups.

The incumbent is required to establish and maintain effective working relationships with officials and representatives of federal and provincial departments, non-government organizations, all Indian First Nations and Indian political organizations to implement the Branch and departmental mandate. The incumbent establishes and maintains contacts and working relationships with universities, provincial health authorities, medical associations and individual physicians and dentists to ensure their support and participation.

DIMENSIONS (Constant Dollars)

Person-years: 328

Salary, operating and maintenance budget: \$3,174,756

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the provision of a quality and efficient program of health services to all status Indians and other clients in Manitoba.
- 2 Establishes an environment and mechanisms conducive to facilitate the transfer of Indian health programs to Indian Bands.
- 3 Ensures the acceptability and involvement by Indians in the design, delivery and staffing of Indian health programs which remain within Branch control.
- 4 Establishes effective liaison with senior officials of federal, provincial and municipal departments, native organizations and elected representatives of Indian bands in order to ensure cooperation with and understanding of Medical Services Branch policies and programs, and coordinate services where overlaps of jurisdiction exist.
- 5 Ensures the development, implementation and promotion of effective and responsible management practices and administrative procedures to ensure optimization of regional resources (financial, personnel and physical).

EVALUATION RATIONALE

Regional Director, Manitoba Region

KNOW HOW

- F Extensive knowledge of federal and provincial jurisdictions, policies and practices relating to the provision of health services and of the economic, social and political factors relating to the indigenous peoples in the region.
- III Delivery of a wide range of health services over a large region with many remote locations.
- 3 The establishment and maintenance of effective relationships with representatives of Indian bands and other Indian organizations, other federal and provincial government departments, universities, medical professionals and medical associations is critical to the successful achievement of objectives.
- 608 High number reflects the requirement to manage staff in providing service to a large, culturally diverse clientele in a region with many remote locations.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference provided by functional objectives and departmental policies.
- 4 Constructive thinking is required to meet new program demands through the development of strategies to reallocate and reduce client dependence on existing resources.
- (57) Higher percentage reflects the complexity of the thinking required to develop innovative approaches to meet the changing and often conflicting demands of a large and diverse clientele.

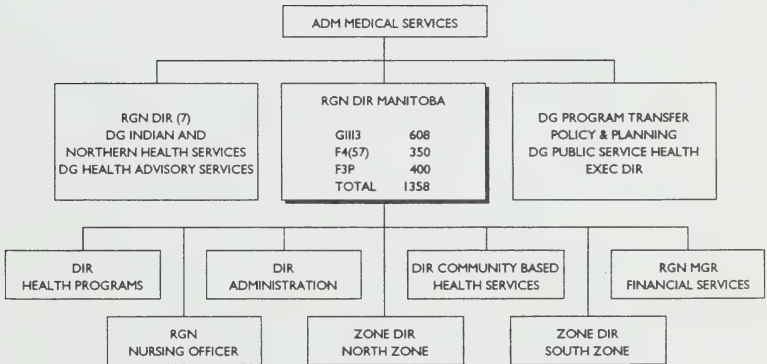
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, the position is broadly subject to functional policies and goals in the provision of health services and the allocation of resources.
- 3P The position has a primary impact on the operations of the Manitoba region. The proxy selected to represent these operations is an annual operating budget of \$3.2 Mil (Constant).
- 400 Middle number reflects the size of the budget and the amount of direction available.

SUMMARY

FIII3 608 F4(57) 350 F3P 400 1358 A1

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-5-A

POSITION TITLE: Institutional Warden

GENERAL ACCOUNTABILITY

Is accountable for the efficient and effective management of a major federal penitentiary and psychiatric hospital facility.

ORGANIZATION STRUCTURE

This is one of twelve positions at the second level reporting to the Deputy Commissioner. The other eleven are: Institutional Wardens, Regional Director, Operations, Regional Director, Planning & Resource Management, and District Directors of Parole Service.

Specific functions of the positions reporting to the Warden are:

Deputy Warden Correctional Operations (Staff of 258) is responsible for managing security operations for the penitentiary and psychiatric hospital facility; providing rehabilitation programs to inmates; developing clothing, transportation and purchasing procedures; and managing the institutional health care centre operations.

Assistant Warden Correctional Programs (Staff of 54) is responsible for the servicing and maintenance of the physical plant, the provision of food and accommodation services; and developing and implementing academic and vocational training programs.

Assistant Warden Management Services (Staff of 34) is responsible for financial planning and budgetary control, and for the provision of administrative and personnel services.

Associate Warden Treatment Centre (Staff of 83) is responsible for directing a team engaged in the diagnosis, assessment and treatment of mentally ill inmates.

NATURE AND SCOPE

The Department administers sentences imposed by the courts and prepares offenders for return as useful citizens to the community.

The Warden manages a maximum security institution housing approximately 350 inmates and 75 mentally ill inmates. The Warden plans, organizes, mobilizes, coordinates and controls allocated human and fiscal resources to administer correctional, training, employment, therapeutic and resocialization programs; implement security measures; provide institutional operational services; provide psychiatric and physical health care, administrative and technical support services; and develop and implement innovative projects and programs.

The position has the authority to exercise corrective disciplinary measures for staff and inmates; resolve grievances and appeals by staff and inmates; and preside at labour/management, inmate/management and community/management meetings. The incumbent has the authority to grant temporary absence to inmates.

The Warden acts as crisis manager in periods of unrest by developing organizational crisis models, and ensuring the training of staff in emergency response techniques. The Warden can convene inquiries into institutional matters.

The Warden issues standing orders to clearly delineate institutional authorities, responsibilities, policies and procedures for ongoing operations. The position is responsible for anticipating and directing change, setting priorities to ensure a minimal amount of disruption to staff, inmates and the general good order of the institution. The incumbent assesses and evaluates psychiatric programs and institutional operations, identifies the need for additional resources, and recommends approaches to attain institutional and regional priorities and goals.

The Warden chairs the institutional management meeting, serves as a member of the regional management team and participants in task forces to provide advice on the development and implementation of plans, policies and techniques to improve regional institutional efficiency and effectiveness and recommend changes in national policy and procedures. Officials of other departments, branches and agencies are contacted to discuss problems, seek advice on institutional, criminal justice, correctional and social welfare concerns and resolve issues of mutual interest. Contact is required with professional associations, community associations, the general public, and the media to promote an understanding of and participation in facility and Branch activities.

DIMENSIONS (Constant Dollars)

Staff:	438
Institutional salary, operating and maintenance budget:	\$4,161,000

SPECIFIC ACCOUNTABILITIES

- 1 Directs the operations of a penal institution and a psychiatric hospital facility in an efficient and effective manner by establishing and implementing institutional priorities and strategies, standards and performance measures; integrating and harmonizing the divers operational components; and monitoring and evaluating program delivery, efficiency and effectiveness.
- 2 Improves staff performance by directing training and development activities, monitoring and evaluating staff performance, and motivating staff through guidance and encouragement.
- 3 Provides sound staff and inmate relations through avenues of redress by responding to complaints, grievances and appeals, and through fair application of codes of conduct.
- 4 Implements effective crisis management in periods of unrest by developing adequate contingency plans and appropriate emergency responses.

- 5 Develops and introduces institutional policy and contributes to regional and national policy and program development by providing advice and expertise, implementing special projects and managing change.

EVALUATION RATIONALE

Institutional Warden

KNOW-HOW

- F Extensive specialized knowledge and broad experience in the field of corrections, with emphasis on the protective custody aspects of incarceration and the delivery of mental health care and treatment programs in a penal environment. In-depth knowledge of pertinent acts and regulations as well as management expertise.
- III Management of a major penal institution and coordination of operational functions which include security psycho-health care programs for the Ontario and Atlantic Regions, socialization, technical services, industries, education, training and employment, organization and administration, finance and physical health care.
- 3 Successful achievement of objectives requires the incumbent to motivate staff, inmates and the community in order to achieve specific policy objectives of the CSC.
- 528 Middle number reflects the expertise required to deliver a number of inter-dependent services within a single institution.

PROBLEM-SOLVING/THINKING

- F Thinking is within general and broad departmental policies, some direction from the Deputy Commissioner and functional guidance from the Director General, Medical and Health Care Services. Authorized pursuant to the Penitentiary Act to issue standing orders to ensure clear delineation of institutional authorities, responsibilities, policies and procedures for ongoing operations.
- 4 Evaluative thinking is required in the control and operation of the institution where the diversity of functions and the protective custody and mentally ill offender population make decisions and good judgement crucial.
- (50) Lower percentage indicates that guidance is available from a number of sources for important elements of the services delivered by the position.

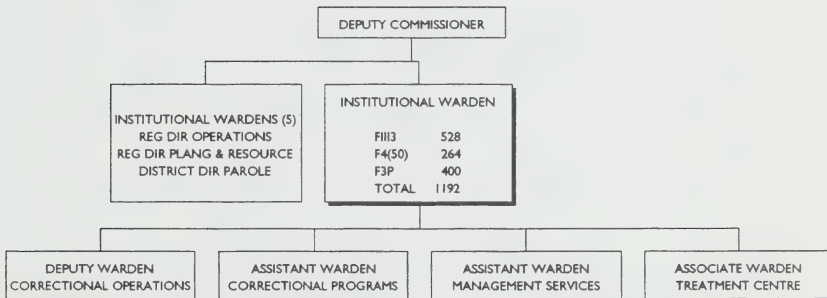
ACCOUNTABILITY/DECISION MAKING

- F Reports to the Deputy Commissioner and functionally to the Director General, Medical and Health Care Services. Is broadly subject to policies and goals and accountable under the Penitentiary Act for institutional operation, including a self-contained psychiatric hospital facility.
- 3P The position has a primary impact on institution operations. The proxy selected to represent these operations is an operating budget of \$4.2 million (constant).
- 400 Middle number reflects a solid degree of impact on the institution and size of budget.

SUMMARY

FIII3	528	F4(50)	264	F3P	400	1192	A3
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-5-B

POSITION TITLE: Director, Tax Interpretations

GENERAL ACCOUNTABILITY

Is accountable for the development of interpretation policies and for the provision of advice, direction and decisions to taxpayers and the Excise field organization on the interpretation and application of Excise law.

ORGANIZATION STRUCTURE

This is one of five positions at the third level reporting to the Director General, Excise Operations. The others are: Director, Audit and Compliance; Director, Gasoline Tax Operations and Refunds; Director, Technical Support; and Director, Special Operations.

In turn, six Excise headquarters operations positions report directly to the Director, Tax Interpretations. Specific functions of these positions are:

Chief, Interpretations Casework (Staff of 7) directs the provision of tax interpretations to taxpayers and the general public and the resolution of tax interpretation problems referred by regions.

Chief, National Uniformity (Staff of 6) directs the review and monitoring of tax interpretations, publications and other tax information issued by Excise Branch as well as the review and monitoring of the application of sales and excise taxes by Customs to goods imported into Canada.

Chief, Ministerial Unit (Staff of 3) directs the preparation of correspondence for the signature of the Minister and the preparation of aide-mémoires, memoranda and issue sheets to apprise the Minister of current issues.

Chief, Fair Price and Value Surveys (Staff of 2) directs the identification, planning, development and completion of nation-wide surveys of industries to establish values for computing sales and excise taxes.

Chief, Field Officer Development (Staff of 2) develops training initiatives and programs related to Tax Interpretations for both Tax Interpretations officers and auditors.

Chief, Licensing (Staff of 2) develops and implements programs, systems standards and procedures relating to identifying, investigating and licensing persons as taxpayers under the Excise Tax Act.

NATURE AND SCOPE

The Director of Tax Interpretations is responsible for the interpretation of the Excise and Excise Tax Acts as administered by the Excise Branch in a decentralized organization of 10 regional and 27 district offices. The Tax Interpretations Field organization consists of 10 regional chiefs and 108 technical interpretations officers under the functional direction of the Director of Tax Interpretations who provides tax interpretations to 55,000 licensed taxpayers and over 700,000 claimants for refund of taxes and duties and to the general public.

The Director is also responsible for the identification, investigation and licensing of persons liable for tax under the Excise Tax Act.

The work requires a mix of managerial and administrative skills as well as professional and highly specialized technical expertise to carry out the function in such areas as:

- the determination of value for tax of goods manufactured or produced in Canada where that value is difficult to determine because there is no sale price as stipulated by the legislation or where to invoke sale price would cause tax inequities;
- the classification of goods as to whether they are taxable or exempt and to the rate of tax applicable within the provisions of the Excise and Excise Tax Acts;
- the identification, investigation and licensing of persons who are manufacturing or producing goods in Canada on which the sales or excise taxes would apply, of persons who qualify under the legislation as licensed wholesalers who may carry tax free inventories and of persons who may be licensed as bulk purchasers of gasoline free of excise tax.

The Director of Tax Interpretations directs the Chief of Interpretations Casework to prepare the appropriate responses to resolve the tax interpretation problems as presented by taxpayers and referred by regions.

The Director decides on the appropriate monitoring procedures and steps to be taken concerning the review of Tax Interpretations' function at headquarters and in the field, instructing the Chief of National Uniformity as to objectives and methods best employed to ensure the correctness and the appropriateness of information and the interpretations provided to taxpayers and the general public. This work also includes the monitoring of the application of sales and excise taxes to importations as administered by the Customs Division of Customs and Excise.

The Director develops the appropriate interpretation policies and procedures for the advice and direction of the Excise Branch in dealing with taxpayers and providing them with the appropriate interpretation of the Excise Tax Act.

The Director provides advice to senior Excise management on matters pertaining to tax interpretations including evaluation of operations, achievements and problems encountered both at headquarters and in regional offices and interprets the progress made toward goals established. The Director instructs the Chief of Ministerials in the appropriate manner of preparation of correspondence for the signature of the Minister of National Revenue

concerning excise matters directed to him/her by tax-payers and the general public and is responsible for the correctness of the tax information and interpretations provided.

The Director is responsible for advising the Director General, Excise Operations who in turn directs the regional directors on the effectiveness of their information and tax interpretations and licensing programs and provides them with analysis and evaluation of their work. The incumbent is responsible for identifying national workloads for tax interpretations and licensing and for the determination of the appropriate standard of work to be undertaken. As such, the Director contributes input to the individual work plans of the regions and is responsible for the coordination and roll-up of these plans into a national work plan consistent with the program plan of the Excise Branch. The Director recommends the national priorities to be established for the tax interpretations and licensing programs in keeping with Branch priorities and goals. This responsibility includes the identification and development of training for tax interpretations' officers so they may adequately perform their responsibilities and for auditors so that they may determine the appropriate amount of tax that should have been paid while undertaking their audits. The incumbent is responsible for evaluating the effectiveness of the work undertaken by Tax Interpretations officers.

The major challenge to the Director of Tax Interpretations is to ensure that consistent, correct information and tax interpretations are being provided by the decentralized organization to the taxpayers. This is of particular concern as the work is performed within an everchanging environment caused by budgets of the federal government and declaration of the courts and Tariff Board. An incorrect or inconsistent ruling issued in Vancouver will adversely impact with a ruling issued in another region of Canada and prove an embarrassment to the Department and could result in lost revenue.

Another major challenge to the Director of Tax Interpretations is that he/she is the first senior administrative level of appeal at headquarters on tax interpretation matters. After appeal to the Regional Director the taxpayer normally first seeks redress from the Director of Tax Interpretations, before proceeding either to the Director General, Excise Operations or the Assistant Deputy Minister, Excise. This requires a high degree of knowledge of business and its practices, legal terminology and the application of decisions of the Tariff Board and the courts and of administrative practices and procedures. The Director is required on a day-to-day basis to deal with problems on the interpretation or application of the legislation that cannot be resolved by the Excise Field Organization and that would result in appeals to the Tariff Board or Federal Court unless they were resolved at the Director's level or that of the Assistant Deputy Minister, Excise.

The Director, Tax Interpretations is required to meet with various associations including the Canadian Tax Foundation, the Canadian Institute of Chartered Accountants, and the Canadian Manufacturers Association to explain the application of the Excise Tax Act and to solicit and obtain their cooperation in its administration.

The Director of Tax Interpretations also deals with senior officials of government departments including Finance, Transport, and Energy, Mines and Resources to provide advice and comment on technical matters in relation to tax interpretations. The incumbent endeavors to ensure that the senior officials understand and appreciate the administrative needs and problems and the objectives of the Excise Branch and solicits and obtains their cooperation.

DIMENSIONS (Constant Dollars)

Number of person-years	24
Salary, operating and maintenance budget	\$252,300

SPECIFIC ACCOUNTABILITIES

- 1 Presents the Department's position in a persuasive, compelling manner to gain acceptance and voluntary compliance by the taxpayers with a minimum of dispute.
- 2 Ensures consistency, adequacy and correctness of Tax Interpretations rulings issued by headquarters and the field through the monitoring and evaluation of the rulings issued and the day-to-day operations of headquarters and field units and of the development, review and evaluation of the policies, directives and procedures involved.
- 3 Ensures that the public and regions all have appropriate, correct information on the application of budget ways and means motion, applicable to Excise legislation as presented by the Minister of Finance, through developing and issuing of appropriate Excise Tax Interpretations statements and providing procedures and direction.
- 4 Provides managerial direction to the tax interpretations function in the field and at headquarters.

EVALUATION RATIONALE

Director, Tax Interpretations

KNOW-HOW

- G Mastery of the Excise and Excise Tax Acts, related legislation, regulations and directives; thorough and current knowledge of industrial and manufacturing practices, legal terminology, and the application of Tariff Board and court decisions as they pertain to classification of goods, value for tax, fair price determination and licensing of taxpayers.
- II Operational coordination of own staff; conceptual coordination of all tax interpretations activities throughout the Branch, in establishing national workloads and standards, monitoring the effectiveness of regional implementation, identifying and developing training packages.
- 3 Successful achievement of objectives requires the incumbent to direct and motivate headquarters and regional personnel in the tax interpretations function; to research and prepare ministerial correspondence on all Excise matters; and to persuade the members of large industrial and manufacturing associations to cooperate with administration of new or modified tax programs.
- 528 Middle number reflects an authoritative knowledge of Excise and Excise Tax legislation and coordination of related activities.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies on the administration of Excise legislation, the incumbent establishes the priorities, standards, systems and guidelines for the implementation nationally of the tax interpretations and licensing programs.
- 4 Requires analytical and evaluative thinking to rule on complex appeal cases arising from the interpretation or application of Excise legislation at the regional and national levels; formulate training plans to achieve consistency, accuracy and national uniformity of tax administration.
- (50) Lower percentage is consistent with the responsibility of the position to interpret legislation and policies affecting several commercial sectors.

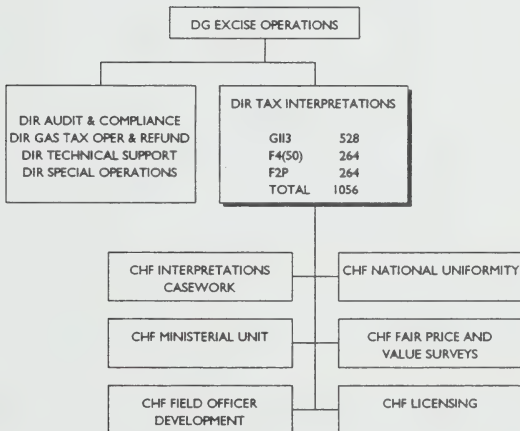
ACCOUNTABILITY/DECISION MAKING

- F Subject to functional policy and goals, under the managerial direction of the Director General, Excise Operations, the incumbent is accountable for the development and direction of the tax interpretations and licensing programs, with considerable independence in assessing the consistency, accuracy, equity and timeliness of implementation.
- 2P The position has a primary impact on Division activities. The proxy selected to represent these activities is a budget of \$252,300 (Constant) and a staff of 24.
- 264 Low number reflects the direction available from policies and supervisor and size of budget.

SUMMARY

GII3	528	F4(50)	264	F2P	264	1056	0
------	-----	--------	-----	-----	-----	------	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-5-B



GOVERNMENT OF CANADA

EXECUTIVE GROUP BENCHMARK

NUMBER: TA-4-A

POSITION TITLE: Director, Immigration
Alberta/NWT Region

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of the departmental immigration program in accordance with departmental policies and the "Immigration Act".

ORGANIZATIONAL STRUCTURE

This is one of 12 positions at the third level reporting to the Director General. The other 11 are Manager, Administration Services; Manager, Financial Services; Manager, Personnel; Director, Operations; Manager, Planning and Analysis; Director, Programs; Manager, Public Affairs; Manager, Economic Services; Director, NWT Directorate; Official Languages and Public Rights Advisor; and Executive Assistant.

Specific functions of the 9 managerial positions reporting to the incumbent are:

Manager, Northern Field and Immigration Planning Services (Staff of 8) is responsible for managing the planning and accountability process including program forecasts, regional goals and objectives, operating plans and budgets; managing the human resource needs of the Immigration directorate, including staff training and development; managing the on-line systems and micro-computer systems for the program; conducting special studies and managing special projects in support of program delivery; and acts as a designated back-up for the Director of Immigration during absences.

Manager, Operations (Staff of 4) is responsible for all activities relating to the settlement of immigrants, the determination of the admissibility of individual immigrants, temporary workers and other categories of visitors, refugees and national interest or humanitarian cases and the enforcement of the "Immigration Act" and Regulations.

Managers, Canada Immigration Centres (7) Each is responsible for the direction, delivery and coordination of all immigration activities to ensure processes are consistent with established legislation policies and guidelines and that operations are consistent with objectives of the Department.

NATURE AND SCOPE

The Department is responsible for all employment, unemployment insurance and immigration programs in Canada. It responds to changing circumstances in the labour market, matching job opportunities with qualified workers and ensuring that employers can get the skilled workers they need in a timely and effective manner. It also encourages human resource planning by the private sector, helping enterprises and individuals in adjusting to labour market conditions.

The commission administers the "Act" and Regulations and provides immigration services based on a national headquarters and 10 regional offices. This Region provides immigration services in Alberta and the Northwest Territories through the regional office and 11 Canada Immigration Centres.

Authorities and responsibilities have been delegated by the Minister and Deputy Minister to the Director, Immigration to ensure a rapid decision-making process at the operational level. Decisions are based on legal interpretation of the "Act" and often have political and public reaction implications.

The Director, Immigration must continually review and adjust delivery structure and procedures to meet the emerging needs of the program in the Region.

The Director, Immigration assumes responsibility for the attainment of departmental goals through a uniform application of the law related to such activities as facilitation, enforcement, control, recruitment, admissions and settlement throughout the Region.

Frequent representations and negotiations with senior officials of the provincial government related to the "Immigration Act" are necessary.

The incumbent participates as the Department's representative in formal and informal discussions with federal departments, police agencies, foreign consulates, provincial officials, heads of industries, commerce, provincially-based institutions and professional organizations by presenting, explaining and defending the Commission's approaches, views and decisions with the aim of achieving cooperation and agreements in the provision of services.

The Director leads the Region's consultations with stakeholders in seeking input on Immigration Levels for the Annual Immigration Levels Plan tabled in Parliament each year.

The Director recommends changes in immigration policies and procedures to the Executive Director, Policy Branch after consultation with the Director General to more effectively attain departmental goals.

The Director is a member of the Regional Executive Committee that develops regional policy and supports program coordination. The incumbent also serves on a number of other regional committees having to do with audit activities, labour-management relations and settlement activities.

The position requires the Director to make public addresses and to respond to the media regarding programs, services and specific cases. By their nature, many programs and cases are controversial and responses to the media are often to defend decisions and programs under stressful circumstances.

DIMENSIONS (Constant Dollars)

Person Years:	154
Salary Dollars	\$1,329,448
Program Dollars	\$1,984,022

SPECIFIC ACCOUNTABILITIES

- 1 Directs, controls and coordinates the operation and activities of Regional centres, technical specialists, and support groups to ensure the effective and efficient delivery of immigration programs and services.
- 2 Provides leadership to effect working arrangements between the Commission's immigration activities in the Region and those of other federal and provincial departments and organizations in the private sector.
- 3 Provides operational decision-making for the ongoing needs of the Directorate to deal with organization change, management of change, labour relations, human resource planning and development.
- 4 Fosters an environment for the directorate reflective of the departmental philosophy of management and the regional visions.
- 5 Directs the administration and delivery of settlement programs and services.
- 6 Represents the Department as the senior representative in consulting with provincial, territorial and other federal government officials, as well as with stakeholders in matters related to immigration.

EVALUATION RATIONALE

Director, Immigration, Alberta/NWT Region

KNOW HOW

- F Extensive knowledge of the Immigration Act; thorough knowledge of the policies, procedures and precedents in the interpretation of the Act and regulations.
Extensive knowledge in dealing with other levels of government, and the public as represented by advocacy groups and private sector officials including the legal profession.
- II Operational and conceptual coordination of immigration activities in the region.
- 3 Successful achievement of objectives requires representing the federal government's position, policies and interests in dealing with other levels of government, advocacy groups and the private sector and in motivating staff.
- 460 Highest number reflects the degree of managerial and specialized knowledge required to conduct regional immigration operations.

PROBLEM SOLVING/THINKING

- F Thinking within broadly defined policies under the direction of the Regional Director General.
- 4 Requires evaluative and analytical thinking to develop regional strategies and procedures and to make recommendations for national policies.
- (50) The lower percentage is consistent with the guidance available from Headquarters in solving complex problems.

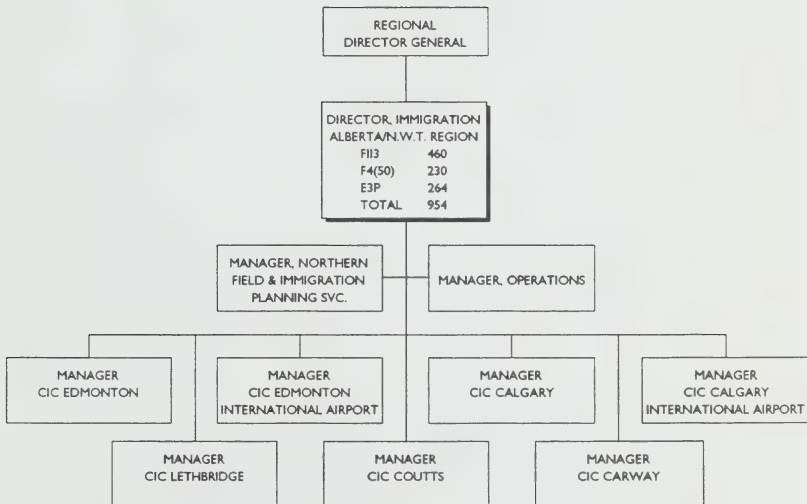
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Regional Director General acts within a very clearly defined mandate.
- 3P The position has a primary impact on the immigration operations in the region. The proxy selected to represent these operations is a budget of \$1.3 million (Constant).
- 264 Middle number reflects the degree of latitude in representing the department and in expediting the resolution of individual cases.

SUMMARY

FII3 460	F4(50) 230	E3P 264	954	A1
----------	------------	---------	-----	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-4-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-4-B

POSITION TITLE: Area Manager, Windsor

GENERAL ACCOUNTABILITY

Is accountable for coordinating the direct public delivery of all departmental programs and services to meet a variety of social, economic, and labour market needs in the area.

ORGANIZATIONAL STRUCTURE

This position is one of twenty-nine (29) Area Manager positions at the third level, reporting to the Director General, Operations, Ontario Region.

Specific functions of the positions reporting directly to the Area Manager are:

Canada Employment Centre Managers (4) Each is responsible for the delivery of all employment and insurance programs and services within the geographical area. (Staff ranges from 12 to 91)

Windsor Central Operations Manager is responsible for all local CEC employment and insurance programs and services delivery.

Manager, Operational Planning, Accountability and Budgeting is responsible for the management of all financial, personnel, and administrative support services in the area office as well as the coordination of any centralized financial, personnel and administrative support services established in the management area.

NATURE AND SCOPE

The Department is responsible for all employment, unemployment insurance and immigration programs in Canada. It responds to changing circumstances in the labour market, matching job opportunities with qualified workers and ensuring that employers can get the skilled workers they need in a timely and effective manner. It also encourages human resource planning by the private sector, helping enterprises and individuals in adjusting to labour market conditions.

The Management Area is extremely dynamic, and has a particularly sensitive political environment. There are numerous contacts with community groups, local advisory councils, members of the media, elected and non-elected government officials at all levels (federal, provincial, municipal) and members of the public for purposes of meeting and to discuss individual problems. The Management Area labour force is characterized by native, francophone, disabled and visible minority communities. The incumbent serves a total population of 428,145 and a labour force of 202,775 people and must effect rapid operational shifts in program and service emphasis between employment and unemployment insurance

consistent with current regional and national initiatives as well as the needs of the local labour market.

It is in this context that the Area Manager works within a decentralized organization and is responsible for directing the delivery of a wide variety of complex and progressive legislation and programs and services to meet the social and economic needs of the entire Management Area.

Major challenges for the Manager are ever-changing economic conditions and evolving social legislation. The Area Manager must exercise a variety of managerial and organizational skills combined with a thorough knowledge of the labour market. Shifting program priorities, fluctuating workloads brought on by seasonal and cyclical employment in many of the primary industries, and a scarcity of professional and highly skilled technicians and tradespersons in the labour market require innovative and decisive management. The incumbent must be capable of selecting the appropriate programs and services to be emphasized in the immediate area as well as the overall Management Area, after analyzing the local and regional labour market conditions and identifying trends. There is a requirement to develop comprehensive operational plans with specific quality and speed of service objectives that ensure the attainment of local, regional and national goals.

Another significant challenge for this position is that the duties must be discharged during a period of rapid change within the Department. There have been many new programs introduced in the past few years and legislation/regulatory changes have been frequent. In addition, the uncertainty of social/political direction in key areas such as affirmative action, federal-provincial relation immigration policies and labour force development programs require the incumbent to adapt these initiatives to meet the requirements of the local labour market. The incumbent is also required to harmonize the delivery of the programs so that they are an effective support to the improvement of the local labour market.

The incumbent has delegated authority to approve or take action on a wide variety of local operating principles, practices, and priorities affecting a large number of staff, clients, and the public in general. For example, the incumbent has the authority to transfer Canadian Jobs Strategy program funds amongst CECs in the Management Area and amongst program options to meet demands and program objectives.

Policy decisions and/or operational issues impacting beyond the Management Area are discussed with and/or referred to the Director General, Operations and/or to other non-operations Directorates at the Ontario Regional Office as appropriate.

As a member of the Ontario Region Senior Operations Management team, the incumbent participates in the development of regional management, priorities, and procedures aimed at improving the overall efficiency and effectiveness of all Management Areas and the Ontario Region as a whole.

DIMENSIONS (Constant Dollars)

Number of Subordinate Staff Person-Years	324
Salary, operating and maintenance budget	\$ 2,675,476
CJS Budget	\$ 1,854,178
Other Programs Budget (Adjustment Assistance, UI Creation, Diagnostic Services, CRTP, etc.)	\$ 143,975
UI Benefit Payout (90-91)	\$44,944,000
Revenue Established from Investigation & Control (90-91)	\$ 652,518

SPECIFIC ACCOUNTABILITIES

- 1 Directs, implements and controls programs and services to ensure the most effective utilization and development of human resources and the most effective and relevant service possible is provided to the clients in the Management Area.
- 2 Establishes standards of performance and accountability, and monitors performance to ensure all staff are aware of what is expected of them and can work to attain acceptable results.
- 3 Provides leadership in the introduction of organization, legislative, technological and program changes to motivate and train staff and ensure high levels of performance and the service are maintained.
- 4 Consults with employers, union officials, community organizations and other levels of government to identify and confirm community needs and establish operational priorities with this in mind.
- 5 Develops local human resource plans to overcome problems related to high turnover of trained staff, to ensure proper training and development of staff takes place and, ultimately, that a high level of operating efficiency and effectiveness is maintained.

EVALUATION RATIONALE

Area Manager, Windsor

KNOW-HOW

- F Extensive knowledge of employment, Canadian Job Strategy and Insurance programs; in-depth knowledge of the local labour force and market, socio-economic conditions and other factors affecting the labour market. Extensive skill in dealing with other levels of government, the private sector, educational institutions and community groups on labour market, skills development, training and human resource planning matters.
- II Operational coordination and management of employment, labour market development and insurance programs in the designated geographical area.
- 3 Successful achievement of objectives requires motivating staff and effectively consulting with other levels of government, the private sector and advocacy groups.
- 460 The high number reflects the managerial and operational expertise required to deliver programs and services in a specific geographical area.

PROBLEM SOLVING/THINKING

- E Thinking within well-defined policies and objectives, which require adaptation to local labour market conditions and urban and rural communities with social, economic and cultural diversity.
- 4 Analytical and evaluative thinking is required to adapt programs and services to local needs.
- (43) Lower percentage reflects the clearly defined objectives and functional guidance available.

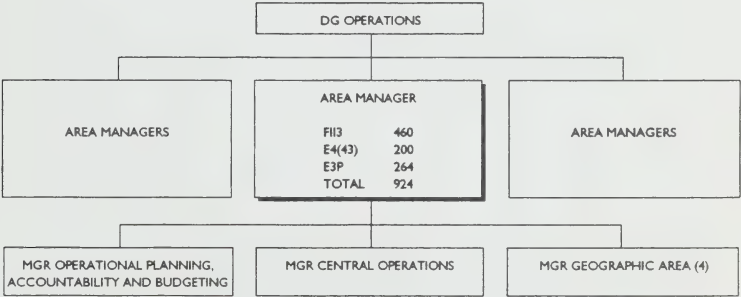
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director General, Operations, is subject to well defined functional policies and procedures for the provision of local area programs and services.
- 3P The position has a primary impact on the operations of the area. The proxy selected to represent these operations is an annual operating budget of \$2.7 Mil (Constant).
- 264 The middle number is consistent with the size of the area and the direction available.

SUMMARY

FII3 460	E4(43) 200	E3P 264	924	A2
----------	------------	---------	-----	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-4-B



GOVERNMENT OF CANADA

EXECUTIVE GROUP BENCHMARK

NUMBER: TA-4-C

POSITION TITLE: Canal Superintendent

GENERAL ACCOUNTABILITY

Is accountable for the planning, programming, operation and management of all activities and federally controlled resources, historic and natural, along the Canal.

ORGANIZATIONAL STRUCTURE

This is one of 16 positions at the third level reporting to the Director General, Ontario Region. The others are 2 Superintendents of Canals; 1 District Superintendent who manages 2 National Parks and 1 National Marine Park; 3 National Park Superintendents; 7 National Historic Sites Superintendents; Director, Operations; Director, Program Planning and Development; Regional Manager of Finance and Administration; Regional Personnel Advisor.

Specific functions of the positions reporting directly to the Superintendent are:

3 Area Managers (Combined Staff of 110) each being responsible for a specific area of the Canal and accountable for operations (including Visitor Activities), maintenance and water control within the area. Each area manager also has responsibilities in planning, public consultation and public relations.

Chief of Operations (Staff of 12) is responsible for the co-ordination of operations between areas including the provision of an integrated approach to water management, visitor activity, resource management, public and employee safety planning and delivery, and the provision of an effective realty service.

Chief Engineer (Staff of 25) is responsible for directing the Engineering Section including central shops, planning, organizing and implementing capital construction programs, implementation of the MMS system, minor engineering design, and providing expertise and functional direction to maintenance areas not under his direct control.

Finance & Administration Officer (Staff of 10) is responsible for the provision of all financial services to the Canal including accounting and management systems, materiel management, contract administration, capital project approval and accounting, monitoring utilization of financial and manpower resources and revenue control.

Personnel Administrator (Staff of 4) is responsible for the provision of advice to managers regarding appropriate staffing techniques, staff relations, employee evaluations and training, and is responsible and accountable for pay administration, human resource planning, organizational change and other personnel matters.

NATURE AND SCOPE

The Canal, 200 kilometres in length, traverses 10 federal ridings, 11 provincial electoral districts, 4 counties, 4 cities, 3 towns, 24 townships, 7 villages, 7 hamlets and a major Regional Municipality. Active within the Canal Corridor are numerous government agencies, historical societies, cottage associations, sportsmen's clubs, boating organizations, tourism organizations, private operators, and major federal bodies, all of whom are vitally interested in and impacted by Canal activities. The Canal corridor has a resident population of one million people and lies within a one day drive of Canada's largest urban concentrations.

The Superintendent oversees the operation and administration of 50 locks at 23 lock stations, 3 area offices, 200 kilometres of navigation channel, 29 bridges and 40 dams and weirs located within the system's 4600 square kilometre watershed.

The primary thrusts of the Superintendent's job are two-fold; firstly to plan, manage and operate one of Canada's most significant heritage resources while providing for optimal recreational use and secondly to operate as the lead federal agency under the umbrella of an agreement which provides for a coordinated approach to planning and development.

The Superintendent initiates the preparation of all required plans and is one of the levels in the 3 step approval process. Plans are prepared following extensive public consultation in which the Superintendent assumes the lead role and is, in most instances, the official spokesperson for the Service. While plans are prepared by a planning team, this preparation is complicated by the fact that the Canal Corridor is a landscape in transition and factors such as the changing landscape, development pressures, population density, access and capacity of the Canal to accommodate additional use must all be considered even though in many cases they lie outside the Service's jurisdiction.

Because the federal government does not control adjacent lands, Service objectives can often only be met by working co-operatively with other levels of government and the private sector. As the lead federal agency, the Service represented by the Superintendent, initiates discussions and negotiations with these governmental and non-governmental groups to not only elicit support for Service objectives, but to also ensure that the needs and priorities of the many jurisdictions on whose co-operation the Service relies are considered in the decision making process.

A major challenge on a continuing basis is the achievement of efficiencies in operation and an increase in effectiveness so that Canal objectives can be met and levels of service maintained with no corresponding increase in resource allotments.

Realty management and the management of the natural resources of the Canal are closely linked. The Superintendent approves all licences of occupation, permits and agreements respecting the use of canal lands and administers all applications for dredging or filling operations on the bed of the Canal. These applications involve liaison with provincial ministries and other federal government departments.

In carrying out his duties, the Superintendent of the Canal administers portions of the Canada Shipping Act and the Navigable Waters Protection Act, as well as the Canal Regulations. These Acts give the incumbent various authorities specific to Canal management. Due to the linear nature of the Waterway, however, and the many jurisdictions with which it interfaces, it

is also necessary to be aware of other Acts, Regulations or By-Laws that affect the Canal or lands adjacent to it. This is particularly true of municipal By-Laws, conservation authority regulations and objectives and municipal official plans.

Within the Department significant contacts include colleagues within the Regional Office to the level of Regional Director General. Such contacts are on an infrequent basis to discuss possible courses of action. Contacts also include Directors General at Headquarters and occasionally to the level of the Assistant Deputy Minister to discuss policy issues.

Outside the Department significant contacts are made on a frequent basis with elected officials from all levels of government up to and including the level of Cabinet Minister, with senior officials of other levels of government, or other federal Departments and the representatives of a myriad of interest groups. Such contacts are required in order to resolve contentious issues regarding canal planning, management and operations, to consult on the proposals of private developers, to consult on the planning proposals of other agencies, to formalize agreements, to agree on common approaches to problems of mutual concern, to inform the public and to elicit support for the Parks program.

The superintendent of the Canal is a member of the Regional Management Committee, a member of the Canadian Parks Service/National Capital Commission Management Committee, a member of the Board of Eastern Ontario Travel Association, a member of the Board of Thousand Islands Rideau Lakes Tourist Council, a member of the Executive and Advisory Board of the Rideau Valley Conservation Authority, an ex-officio member of the Board of the Friends of the Rideau, a member of the Board of Smiths Falls Chamber of Commerce, a member of the Smiths Falls Tourism Committee, and a member of the Board of the Rideau Canal Museum Corporation. He is also President of The Ontario Historical Society, a province wide body.

DIMENSIONS

Person Years	159
Salary, operating and maintenance budget	\$1.6 million

SPECIFIC ACCOUNTABILITIES

- 1 Manages the operation, maintenance and development of the Canal in such a manner that Service objectives for public recreation, resource conservation, understanding and enjoyment are met while ensuring its preservation for all time as a functioning Historic Site:
- 2 Directs and co-ordinates and controls staff and other resources required to meet Canal objectives, in order to achieve results on time, within budget and to ensure that expenditures conform with Central Agency requirements and represent value for money;
- 3 Controls the deployment of resources and monitors effectiveness of resource allocations in order to provide a consistently high standard of service to the visiting public without increases in overall allotments.

- 4 Directs the preparation of all Canal plans, reviews planning products periodically throughout the process, leads the consultative process and approves plans upon completion, thus ensuring that Canal plans are sensitive to and integrated with the plans of other agencies;
- 5 Negotiates with the private sector and other governmental agencies to ensure that proposed development is compatible with the Canal's heritage characteristics and that the needs and priorities of the many jurisdictions are considered in decision making;
- 6 Maintains continuing contact with the "publics" active throughout the corridor to inform them of Service policies, plans and objectives particularly as they relate to the Canal to elicit public support for the program and critical program elements;
- 7 Directs the implementation of employee and public safety programs in order to ensure compliance with regulatory requirements and to provide a safe environment for employee and visitor alike.

EVALUATION RATIONALE

Canal Superintendent

KNOW-HOW

- F Extensive knowledge of canal systems and operations and parks management techniques and principles. Good knowledge of navigation regulations, and the interests and priorities of the various government bodies and other publics served.
- II Operation of a unit with activities which are relatively similar in objectives.
- 3 Successful achievement of objectives requires the maintenance of good interpersonal relationships with a wide variety of clients including representatives of municipalities and other government bodies, cottager and tourist associations and environmental groups.
- 460 High number reflects the size of the unit managed and the need to balance the sometimes conflicting interests of clients.

PROBLEM-SOLVING/THINKING

- E Thinking within clearly defined policies and procedures in planning and managing the operations of a canal system to meet recreational and environmental objectives.
- 4 Evaluative and interpretive thinking is required in resolving conflicting demands (e.g. differentials for safe navigation, hydro generation and flood control).
- (43) Lower percentage indicates that a significant amount of functional advice is available through regulations and senior officials.

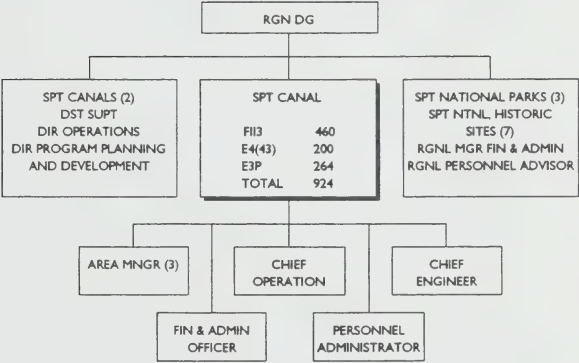
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Regional Director General, receives direction from well-defined objectives, policies and procedures.
- 3P The position has a primary impact on the operations of the canal. The proxy selected to represent these operations is an annual operating budget of \$1.6 Mil (Constant).
- 264 Middle number reflects the amount of direction and advice available and the size of the unit managed.

SUMMARY

FII3	460	E4(43)	200	E3P	264	924	A2
------	-----	--------	-----	-----	-----	-----	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-4-C



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TA-4-D

POSITION TITLE: Manager, Saskatchewan Regional Division

GENERAL ACCOUNTABILITY

It is accountable for development and implementation of programs and services to achieve Agency objectives, with emphasis in the fields of water resource development but including such areas as municipal water infrastructure.

ORGANIZATIONAL STRUCTURE

This is one of eight positions at the third level reporting to the Director, Development Service. The other seven are the Chief of Planning; the Manager, Alberta Regional Division; the Manager, Manitoba Regional Division; the Manager, Administration and Finance; the Manager, Design Division; the Manager, Geotechnical Division; and the Chief, Project Management.

Specific functions of the five positions reporting to the incumbent are:

Operations Engineer (Staff of 28: 13 engineers, 15 technicians) is responsible for organizing, planning and directing field investigations, construction inspection and administration of construction contracts for water resource development and municipal infrastructure projects.

Planning Engineer (Staff of 13: 8 engineers, 4 draftspersons, 1 dam safety technician) is responsible for organizing, planning, and directing the conduct of office investigations, engineering, feasibility and cost studies and preparing multi-disciplinary reports, preliminary designs and detailed designs for water resource and municipal infrastructure development proposals.

Manager, Irrigation Projects Section (Staff of 27: 12 technical; 15 operational) is responsible for the planning, management and operation of six crown-owned irrigation projects which serve 400 patrons and provide water to seven provincial and several private projects through a system of 23 crown-owned reservoirs and related headworks.

NATURE AND SCOPE

The Agency is primarily responsible for various programs which bring greater economic security to the three prairie provinces, with primary emphasis on water conservation and development and soil conservation programs. Under statutory authorities, it develops and promotes systems of water supply, land utilization, tree culture and farm practice that will afford greater economic security to the region; undertakes programs and projects in the fields of single and multi-use water resource development and in such fields as water-related municipal infrastructure which are aimed at broadly enhancing the rural sector on the prairies.

These projects and programs contribute significantly to the social and economic stability and growth of the prairie region. They impact directly and indirectly upon agricultural production, related industrial development and the social, environmental and economic circumstances, regionally and nationally.

The Development Service is charged with a wide range of responsibilities including the long-range planning, investigation, detailed design, construction, operation and maintenance of various types of works for water resource development, flood control, irrigation and municipal infrastructure. A part of the service's responsibilities is the provision of necessary professional and technical inputs to other soil and water conservation programs delivered by the Agency. The Development Service is also called upon to provide a considerable amount of advice and services, through a variety of arrangements, to federal, provincial, municipal and other agencies in Western Canada and internationally through CIDA, the World Bank and the United Nations Food and Agricultural Organization. As this is the only federal government agency engaged in this type of activity, the Development Service is required to maintain a high, self-sufficient level of professional competence in several fields in order to sustain a position of leadership and public confidence in its developmental role with respect to the water resources of the prairie region of Western Canada.

The Regional Manager is expected to identify, through contacts with provincial officials and by other means, appropriate program initiatives in Saskatchewan, and to make recommendations regarding an Agency response. The incumbent is responsible for the organization, planning, coordination and execution of multi-disciplinary studies and investigations of water resource projects and for the project management activities associated with the construction of these developments in Saskatchewan. Projects range from repairs, improvements and replacement of existing works to new capital works requiring innovative technology. The value of individual projects varies up to \$20 million. The incumbent and his staff serve as the primary contact for delivery of support to programs of the Agency Conservation Service in Saskatchewan. The incumbent also directs the Southwest Saskatchewan Irrigation Program which operates and maintains six crown-owned irrigation projects, and provides water for seven provincial and several private projects. Responsibility for water deliveries include the operation and maintenance of 23 large crown-owned storage dams and related headworks which supply water to the projects, the collection of revenues and the delivery of water to the USA to satisfy commitments under the *1921 Order of the International Joint Commission*.

The Regional Manager works under the general line direction of the Director, Development Service and receives functional guidance or functional direction from the Chief, Project Management and Chief, Planning. From the time of project conception through to final completion, the incumbent is the focal point for all enquiries and contacts concerning particular projects; provides liaison with other Services of the Department and other Divisions of the Development Service and ensures that appropriate input from various professional disciplines is available as may be required during the planning, design and construction of a project, and is the responsibility centre dealing with the municipality, provincial departments, federal departments or private firms involved. The incumbent assumes responsibility for completion of both studies and projects within approved time, cost, quality and policy constraints.

A major challenge is the guidance of multi-disciplinary investigations by establishing goals and objectives, arranging for and scheduling the work of specialist divisions of the Development Service, other services of the Agency and outside agencies or firms which input to the project; and by directing the preparation of detailed reports which present the results of the multi-

disciplinary investigations and recommendations. Each project presents its own set of unique characteristics which do not lend themselves to the development of standard solutions.

Another significant challenge facing the incumbent is to develop economical and practical solutions to address specific water and economic development problems identified within the rural regions of the provinces. This requires the incumbent to co-ordinate and motivate groups with diverse interests (provincial officials, municipal councils, Indian Band Councils and federal officials) to work together in harmony to achieve a common goal. The Regional Manager must also provide effective management to the contract administration function of the Division to ensure project completion within established time schedules and costs.

The work requires contacts with senior officials in the department, senior officers of other federal departments, officers at the Assistant Deputy Minister level in the provincial government, Chiefs of Indian Band Councils, elected (Mayor/Council) and senior officials of municipal entities, managers of irrigation districts, and principals of consulting engineering and construction firms. The contacts are for the purpose of discussing the scope and objectives of programs, developing priorities, schedules and budgets for jointly funded programs, to participate in their implementation, to monitor progress and to formulate effective courses of action. In the case of consulting firms and construction firms, the contacts are required to negotiate agreements, to resolve unusual problems and to settle claims.

A number of these contacts arise from the incumbent's role as the federal member of multi-disciplinary committees such as the Canada-Saskatchewan Agreement on Irrigation-Based Economic Development Program 3 Sub-Committee, for which the incumbent acts as federal co-chair. The objectives of Program 3 are to optimize the use of available water supplies in Southwest Saskatchewan through upgrading of existing works and extension of existing and related new irrigation works to improve utilization of water and system operating efficiency, as well as to explore possible devolution to Saskatchewan.

DIMENSIONS (Constant Dollars)

Number of Directly Subordinate Person-Years	71
Salary, operating and maintenance budget	\$760,000
Capital Budget	\$222,000
Estimated Average Annual Capital Construction Budget (next 10 years)	\$888,000

SPECIFIC ACCOUNTABILITES

- 1 Identifies specific constraints to rural economic security, such as water supply deficiencies, which can be addressed under the Agency's mandate.
- 2 Ensures that specific studies, investigations and resulting multi-disciplinary reports meet the stated objectives and are completed on schedule, to a high level of quality and within budget by establishing goals and standards and reviewing work progress and approving reports.
- 3 Ensures that a high level of quality and economy is attained within time constraints in the construction of projects by exercising sound judgement and applying good engineering, project management and contracting practices and by establishing control, monitoring, inspection and reporting systems.
- 4 Ensures that the South West Saskatchewan Irrigation Program is managed and delivered such that the required level of service to the patrons is maintained while all possible economies in operation are pursued.
- 5 Ensures federal input in the orderly and systematic development of water resources in Saskatchewan by the provision of engineering and other expertise in water-related matters.
- 6 Manages personnel resources to optimize the utilization of physical and financial resources assigned to the Saskatchewan Regional Division by reviewing and appraising work progress, evaluating work quality and initiating changes where warranted.

EVALUATION RATIONALE

Manager, Saskatchewan Regional Division

KNOW HOW

- F Extensive knowledge of engineering theories and practices with emphasis on water resource development and municipal infrastructure. Thorough knowledge of related Agency programs, projects and objectives and of related provincial programs. Sound understanding of financial and contract administration in relation to construction projects.
- II The activities of the unit are relatively similar in nature and objectives.
- 3 The requirement to deal with a range of senior officials at federal and other levels of government and to consult and negotiate with contractors to resolve problems and settle claims requires the establishment and maintenance of effective interpersonal relationships.
- 460 High number reflects the specialized technical knowledge required and the managerial knowledge needed to manage a number of projects simultaneously.

PROBLEM SOLVING/THINKING

- E Thinking within the policies and objectives of the Agency and the principles of engineering to ensure provision of engineering service within the Region.
- 4 There is a requirement to utilize analytical, innovative thinking to develop solutions to a variety of water resource problems and related economic development issues.
- (50) Higher percentage reflects the variety and complexity of the issues addressed.

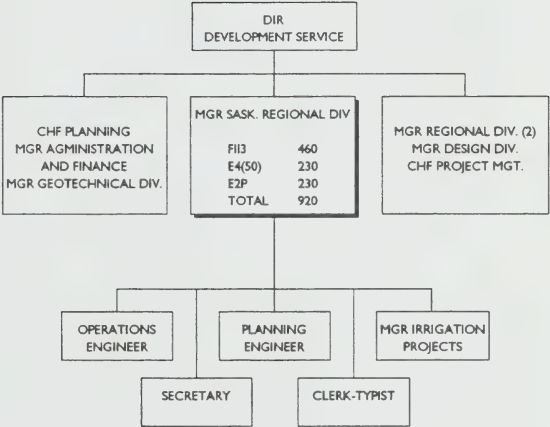
ACCOUNTABILITY/DECISION MAKING

- E Reporting to the Director, Engineering Branch, is subject to broad practice and procedures.
- 2P The position has a primary impact on the operations of the Regional Division. The proxy selected to represent these activities is an annual operating budget of \$760,000 (Constant).
- 230 High number reflects the position's freedom to act in managing projects and the size of the unit.

SUMMARY

FII3	460	E4(50)	230	E2P	230	920	0
------	-----	--------	-----	-----	-----	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TA-4-D



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-9-A

POSITION TITLE: Assistant Deputy Minister, Consumer Affairs

GENERAL ACCOUNTABILITY

Is accountable for the development and implementation of operational policies and programs designed to inform, assist and protect consumers and to promote their interests in the marketplace and in government, ensuring that departmental objectives and demands for service by the public are met.

ORGANIZATION STRUCTURE

This is one of eight positions at the first level reporting to the Deputy Minister. The others are: the ADM Bureau of Competition Policy; ADM Bureau of Corporate Affairs; ADM Bureau of Policy Coordination; Director General, Finance and Administration; Director, Personnel; Departmental Secretary; and Assistant Deputy Registrar General.

Specific functions of the positions reporting to the incumbent are:

Director General, Consumer Standards and Regulations (Staff of 155) is accountable for the overall direction in the preparation of consumer protection legislation, regulations and policies in headquarters, so that consumers are protected from fraud and safety hazards, provided with accurate information regarding product choices, and ensured accuracy of measurement in trade in Canada. The Director General is also accountable for managerial direction to regional programs in five regions.

Director, Management Services (Staff of 12) is responsible for the planning process, measurement and control systems, and for financial, administrative and personnel services.

Director, Consumer Services (Staff of 28) is responsible for identifying and dealing with consumer problems in the marketplace through market intelligence, impact assessment, policy definition, and policy implementation. The branch has specific responsibility for the administration of the Tax Rebate Discounting Act and a Grants and Contribution Program, and coordinates Consumer Bureau Information Programs.

Regional Director, Atlantic Region (Staff of 98)

Regional Director, Quebec Region (Staff of 212)

Regional Director, Ontario Region (Staff of 290)

Regional Director, Prairie Region (Staff of 165)

are responsible for directing the implementation of plans for consumer affairs programs within the region to ensure that they are carried out efficiently and effectively. Each is also

responsible for the provision of financial, administrative and personnel services to the Marketing Practices (Bureau of Competition Policy) and the Bankruptcy (Bureau of Corporate Affairs) staff in the region.

NATURE AND SCOPE

The Department promotes equity, efficiency, openness and competition in the market system, and promotes and protects the interests of consumers.

A major component of Consumer Affairs consists of the administration of 13 federal statutes and, by agreement with provinces, 21 provincial statutes. Another major component consists of activities directed to provide a reliable information base to assist and inform consumers and to promote their interests. This program requires the development of a variety of strategies ranging from consumer and trader information to advocacy to industry regulations. Its success is dependent upon the availability of sound research, of highly competent professionals trained in the social and applied sciences, and of skilled technicians drawn from numerous fields.

Field staff are located in 61 cities, are managed through five regions, and 27 district offices, and are divided into five specialty areas which deal with ensuring the accuracy of all weighing and measuring devices used in trade in order to ensure equity and fairness in all marketplace transactions based on measure; ensuring the accuracy of all gas and electricity meters for both domestic and industrial use; inspecting consumer products (food and non-food) to protect the consumer from economic fraud through the enforcement of standards and the provision of information required to facilitate consumer choice; ensuring that the consumer is protected from and informed about hazardous products; providing information to consumers and businesses in order to prevent consumer problems; and responding to enquiries and complaints from the public on consumer matters.

The Consumer Affairs activity is highly sensitive, subject to constant pressures from various sources. It is a subject of debate in federal-provincial conferences from a constitutional point of view as well as from the practical standpoint of "rationalization" of the services provided by the different jurisdictions. It is closely linked with and, to a greater or lesser extent, dependent upon programs administered by other federal departments, notably National Health and Welfare Canada, Agriculture Canada and Finance. It must respond to high expectations of assistance and support on the part of consumers and consumer organizations and to various, sometimes conflicting, demands from the business community. Its advocacy function within government is susceptible to generating annoyance if not negative reactions. Its standards-setting activities are constantly influenced by scientific and technological developments and by trends in international trade. The high visibility of some of the activities (consumer assistance, product safety, enforcement, for example), generates a large volume of ministerial briefings and correspondence, and adjustments to operational plans.

It is in this context that the incumbent plans and directs the development and implementation of objectives and goals and of operational policies and programs aimed at enhancing equity and fairness in the marketplace through the provision of consumer protection services. The incumbent also ensures the most efficient organization and allocation of resources and the establishment of systems and procedures designed to assess the effectiveness of the program and of its diverse components.

The greatest challenges lie in defining operational policies pertaining to consumer assistance and consumer protection, consistent with the mandate of the Minister under the Act in a rapidly changing environment; in furthering the integration and coordination of the functional branches and the field force; and in managing under conditions of budget restraints, future uncertainties, and increasingly numerous management guidelines.

The incumbent provides the Deputy Minister with recommendations regarding the administration of the Bureau including the level of resources required, the nature and level of activities of consumer programs, as well as providing advice on specific issues to the Minister. Major policy issues, research projects, program evaluations, and review and reform of regulations and legislation in the consumer affairs area are the joint responsibility of the incumbent (operational policy aspects) and the ADM, Bureau of Policy Coordination. Findings and recommendations are submitted and discussed at the departmental policy committee for final decision by the Deputy Minister and Minister. Proposals regarding grants and contributions to consumer organizations are submitted to the Minister through the Deputy Minister.

The ADM Consumer Affairs chairs the bureau management committee; is a member of the departmental management committee and policy committee, and meets with senior officials of other federal departments and provincial governments, of consumer organizations, business and industry to discuss new policies, the application of policies and programs or to resolve specific issues or problems.

DIMENSIONS (Constant Dollars)

Person-Years:	
Department:	2,222
Bureau:	960
Bureau salary, operating and maintenance budget	\$10,491,560

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient management of Consumer Affairs by the development of/and adherence to long term and short term plans and control systems.
- 2 Ensures effective liaison with other operational and functional program heads, and participates actively in the departmental management and policy committees.
- 3 Under guidance from the Deputy Minister and the policy committee, maintains positive relations with officials from other federal departments, provincial governments, consumer organizations, industry and international bodies whose activities are related to Bureau programs, and participates in representing the consumer interest before government departments and agencies or other organizations.
- 4 Ensures that new initiatives in the consumer affairs area are opportune and based on adequate consultation with interested parties.
- 5 Ensures the revision and update of consumer information and assistance, policies and programs, and the uniform and equitable implementation of enforcement policies.

- 6 Encourages field input into the policy-making process and ensures adequate reporting on achievements and problems in program implementation.
- 7 Ensures that the Minister receives adequate support in discharging his/her responsibilities as spokesperson for consumers by supplying relevant and accurate briefing papers on sensitive or emerging issues, by preparing prompt draft replies to correspondence and to questions in the House and draft speeches.

EVALUATION RATIONALE

Assistant Deputy Minister, Consumer Affairs

KNOW-HOW

- G Mastery in the development and implementation of a number of regulatory programs affecting the public and private sectors.
- IV Operational and conceptual management of a wide range of consumer legislation, both federal and provincial as well as non-legislated consumer policies, in order to facilitate the orderly conduct of trade, and to protect buyers and sellers.
- 3 Successful achievement of objectives requires dealing with overlapping jurisdictions, in terms of other federal departments, central agencies, crown corporations and provincial ministries and international organizations, and motivating a staff of over 2,000.
- 920 Middle number reflects managerial expertise required to deliver a national regulatory and service program to a variety of commercial sectors.

PROBLEM-SOLVING/THINKING

- G Direction for the consumer component of the Department is determined by this position from goals and objectives which are generally defined and susceptible to radical change.
- 4 Analytical and constructive thinking required in determining courses of action to resolve jurisprudence disputes and conflicts arising from the integration of the program development and delivery aspects of the consumer activity, and for providing the Deputy Minister with advice on long-range and annual plans.
- (66) Higher percentage indicates a strong thinking challenge due to the need to redefine consumer assistance and consumer protection policies consistent with the mandate of the Minister.

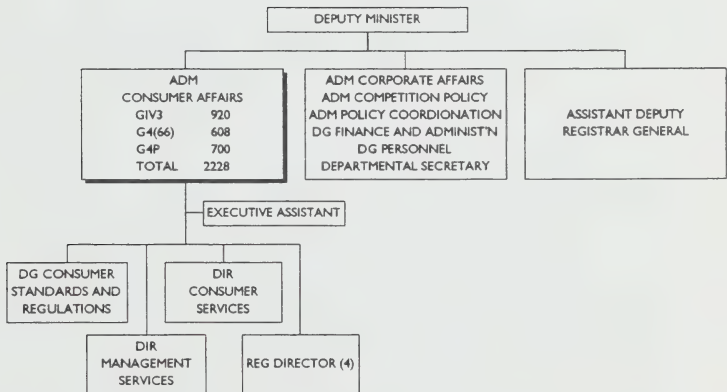
ACCOUNTABILITY/DECISION MAKING

- G Reporting to the Deputy Minister, acts within departmental objectives in the development and delivery of policies and programs to inform, assist and protect Canadian consumers and to promote their interests in the marketplace and in government.
- 4P The position has a primary impact on the Consumer Affairs activities of government. The proxy selected to represent these activities is an operating budget of \$10,491,560 (Constant) and a staff of 920 PYs.
- 700 Middle number is consistent with the requirement to develop policy, deliver a regulatory program, and the size of budget.

SUMMARY

GIV3 920	G4(66) 608	G4P 700	2228	A1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-9-A



GOVERNMENT OF CANADA

EXECUTIVE GROUP BENCHMARK

NUMBER: TB-7-A

POSITION TITLE: Regional Executive Director, Atlantic

GENERAL ACCOUNTABILITY

Is accountable for effectively managing the implementation of the full range of the Department's policies and programs within the Region, and for ensuring effective and meaningful regional contributions to national policy deliberations in all departmental sectors so that departmental policies, programs and operations best meet the socio-cultural and economic needs of the communities and businesses within the Region.

ORGANIZATION STRUCTURE

This is one of ten positions at the first level reporting to the Deputy Minister. The others are the Senior ADM Corporate Policy, the ADM for Quebec, the ADM Corporate Management, the ADM Communications Policy, the ADM Arts and Heritage, the ADM Research and Spectrum and the three other Regional Executive Directors.

Specific functions of the positions reporting directly to the Regional Executive Director are:

Director, Operations (Staff of 55) is responsible for the operation of the district and sub-offices which represent the Department in its full range of programs and services, for serving as the regional authority on international and domestic radio Acts and Regulations, and for directing the spectrum management, and emergency communications programs in the region.

Director, Communications and Culture (Staff of 10) is responsible for directing the region's program and policy activities in support of departmental responsibilities covering cultural support (arts, cultural industries, and heritage); economic development; communications and informatics research, development and applications; intergovernmental and interdepartmental relations and cooperation, for the provision of functional guidance to the District Directors in these areas.

Director, Government Telecommunications (Staff of 15) is accountable for contributing to the effective and efficient operation of the federal government community in the Region through the provision of telecommunications services in the areas of voice, data and integrated telecommunications resources, and through ensuring that future needs are anticipated and met.

Director, Public Affairs (Staff of 2) is responsible for developing and implementing an external and internal communications program in support of ministerial and departmental needs so that clients, staff and the general public have access to and are aware of initiatives, policies and programs in the Region.

Director, Human Resources Management (Staff of 3) is responsible for developing and delivering effective policies and high quality programs that will facilitate the cost effective

acquisition, utilization and retention of a qualified and motivated workforce in the Region. This includes a full range of human resources management functions and activities.

Director, Management Services (Staff of 11) is responsible for planning, directing and controlling the financial, administrative and informatics functions; and for contributing to regional effectiveness through ensuring that staff have the necessary systems, processes, goods, services and facilities.

Director of Engineering (Staff of 6) is responsible for the licensing of microwave systems and satellite earth stations, the technical certification of broadcasting systems, and engineering development projects and consulting services in support of region spectrum operations and communications technology development initiatives.

Executive Assistant is strategic advisor to Executive Director and senior managers in the region, coordinating strategic planning in the region.

NATURE AND SCOPE

The Department promotes the development and use of the national telecommunications system, Canadian cultural industries and heritage. Activities are directed to both conventional and newer technologies, as well as support for artists.

In this context, the Regional Executive Director is part of the executive arm of the Department, with a responsibility to contribute in a formal way to policy formulation and program design. The incumbent is the regional authority for contract administration, allowing for a better regional distribution of contracts. The Executive Director plays a major role in support of the government's goals of regional equalization, and a strengthening of Canadian industry to play a more competitive role in a free trade environment.

The Executive Director is the action link between headquarters executives and regional interests. Responsibilities range from the delivery of programs in the management of spectrum services, to arts and cultural services, and the provision of telecommunications and specialized support services to federal departments in the Region. The Executive Director is the cooperative link with the client population, provincial authorities, other federal departments, institutions and groups that are part of, or impact upon the telecommunications and arts and culture markets.

The Executive Director serves as principal advisor to the Department on all aspects of Departmental policies and programs at the regional level. This involves the examination of proposals concerning operational policies, systems and legislative change, and ensuring that there is meaningful regional input into national policy and program development. Further, the incumbent represents the federal point of view to the provinces and senior representatives of public and private sector organizations within the Region. He/she is called upon to deal with the sometimes difficult policy and program conflicts between the federal and provincial levels of government.

The Regional Executive Director provides the Senior Management Committee with an evaluation of the changes in posture of provincial governments, broadcasters and carriers toward current policy issues in communications, and of problems created by decisions of provincial regulators. Additionally, the incumbent provides recommendations for Departmental

positions regarding initiatives taken by broadcasters and entrepreneurs that are beyond the scope of existing policy. The Regional Executive Director provides authoritative interpretations of pertinent legislation and derived regulations and departmental policy directives, and achieves understanding and acceptance of these interpretations in the administration of programs within the Region. The Regional Executive Director adapts programs and the delivery of services to reflect unique regional market and client needs. On occasion, this may involve significant departures from approaches adopted on a corporate basis. This, however, is consistent with the thrust of the department's objective to be as sensitive and responsive to regional conditions and differences as possible.

The Regional Executive Director has a special role under the Emergency National Telecommunications Organization in the event of a military emergency, being accountable for the development of plans for the direction and deployment of all non-military communications facilities in the region.

A major challenge of the position is to recognize and work within regional realities that involve having to deal with five different provincial governments and diverse private sector interests. Problems must be resolved by finding solutions and interpreting the intent of policy and legislation. The Department is working in such a rapidly evolving technical area that client demands can outpace program and legislative guidelines.

A further challenge is to understand the arts and cultural communities in the region, the role of provincial governments in these areas, and to interpret those realities to the policy and legislative initiatives of the department. The infrastructure here is organized very differently from technical clients, and varies considerably by province. It is particularly challenging to administer programs within this infrastructure having to deal with broad issues such as copyright, museums, films, etc., and to design programs that will support the history and culture of the region.

The Regional Executive Director is accountable for the effective development and implementation of regional communications technology applications centres and other research and technology transfer programs; and is responsible to ensure appropriate regional industrial participation in major programs led by the departmental research laboratories.

DIMENSIONS (Constant Dollars)

Total person years	110
Salary, operating and maintenance budget	1.6 Mil
Annual revenue	1.7 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that regional views and perspectives are known, understood and considered in the development of policy documents, Memoranda to Cabinet and Treasury Board submissions.
- 2 Ensures the effective linking of Department policies and programs with regional requirements through providing regionally responsive, effective program delivery in all sectors of the Department's domain.
- 3 Meets the telecommunications needs of federal departments and agencies in the region by managing local and inter-city networks, and offering advisory services on a cost recovery basis.
- 4 Manages the region in an effective and efficient manner by making optimum use of staff years, finances and materials allotted to the region, and by effectively administering contracts within the region.

EVALUATION RATIONALE

Executive Director, Atlantic Region

KNOW HOW

- G Mastery of the all communications, arts and cultural policies, programs, legislation and regulations of the department; professional knowledge of the telecommunications, broadcasting, arts and culture sectors within the Region.
- III Operational and conceptual coordination of national programs in a widely dispersed region with varied objectives.
- 3 Successful achievement of objectives requires directing and motivating staff, providing advice and recommendations to the Deputy Minister and consulting the private sector groups concerning the strengthening of the region's economy in the areas of telecommunications and the arts.
- 700 Middle number reflects the degree of specialized technical and managerial knowledge required to manage programs with noticeably diverse objectives.

PROBLEM SOLVING/THINKING

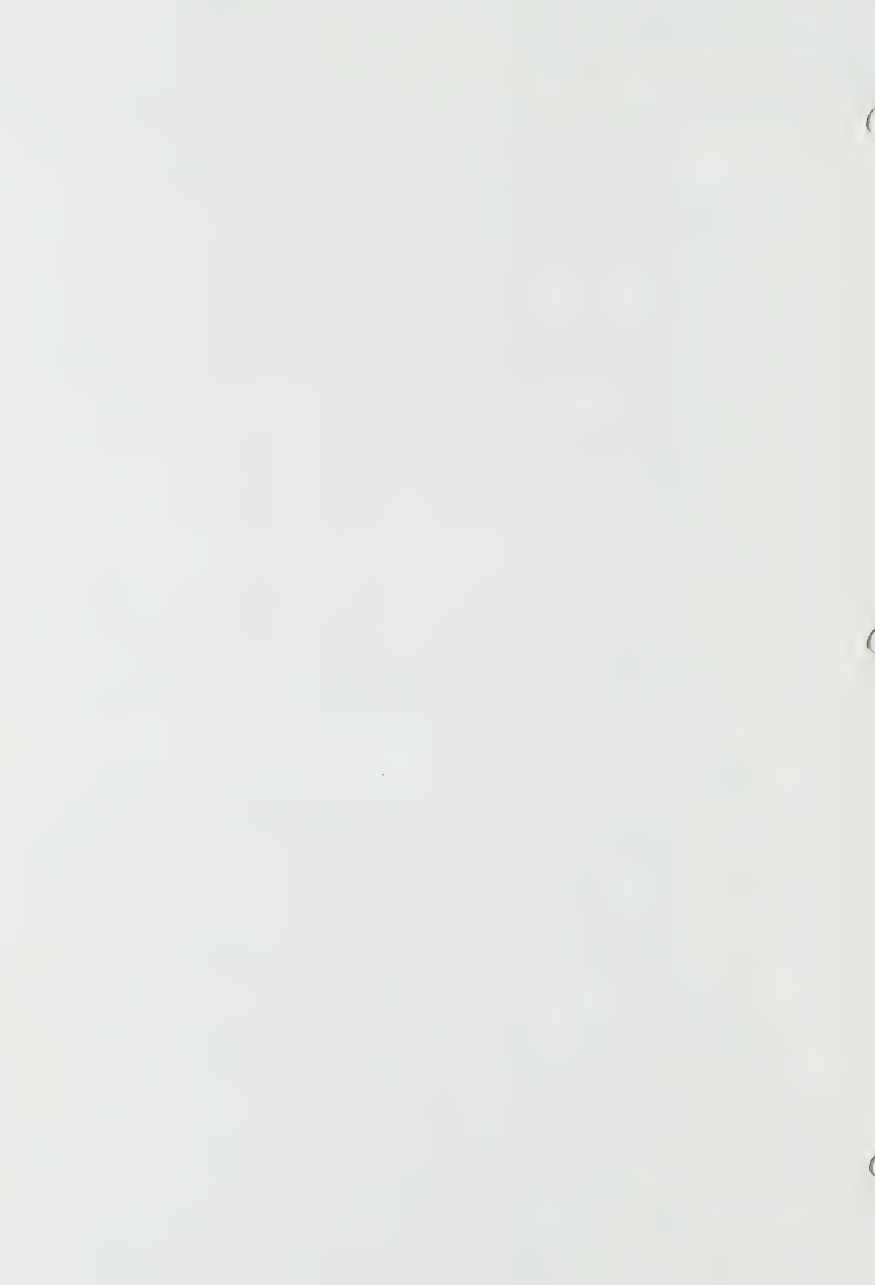
- G Thinking within broad guidelines as the executive representative of the Department in the Region with a responsibility to contribute to policy formulation and program development.
- 4 Analytical thinking required to determine regional needs and concerns and to encourage research, industrial development and the arts and culture.
- (57) The lower percentage reflects the degree of functional guidance available from head office.

ACCOUNTABILITY/DECISION MAKING

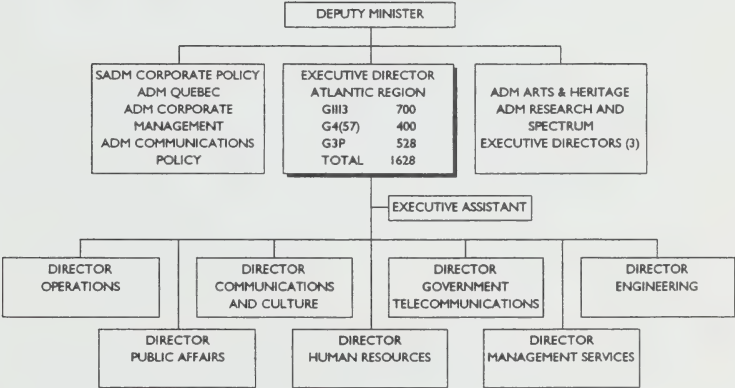
- G Reporting to the Deputy Minister, the position is accountable for the effective management of the Department's full range of arts, culture, heritage, telecommunications, research and technology programs in a geographically dispersed region.
- 3P The position has a primary impact on regional operations. The proxy selected to represent these regional operations is an annual operating budget of \$1.6 million (Constant).
- 528 Lowest number recognizes the size of budget and some constraint in terms of functional direction due to the national nature of the programs.

SUMMARY

GIII3 700	G4(57) 400	G3P 528	1628 A2
-----------	------------	---------	--------------



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-7-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-7-B

POSITION TITLE: Director General, Mediation and Conciliation

GENERAL ACCOUNTABILITY

Is accountable for the prevention and settlement of industrial disputes, and the promotion of collective bargaining in the federal private jurisdiction, pursuant to the Canada Labour Code.

ORGANIZATIONAL STRUCTURE

This is one of three positions at the second level reporting to the Assistant Deputy Minister, Industrial Relations, accountable for the federal Mediation and Conciliation Service (FMCS). The other two are Director, Program Planning and Technical Support and Chief, Arbitration Services.

Specific functions of the six positions reporting to the Director are:

Five Industrial Relations Consultants located at headquarters and in some of the six field offices. These are mediators who deal with industrial disputes of great social and economic consequences. Some have specialized knowledge of specific federal industries. They are responsible for the promotion of a sound collective bargaining climate through the identification of emerging problems and the exercise of preventive mediation, to prevent the development of more serious disputes.

Manager of Operations (staff of 33) directs the day-to-day conciliation and mediation activities at headquarters and in six field offices directly reporting to headquarters, to ensure efficient program administration and delivery.

NATURE AND SCOPE

The Department promotes and sustains stable industrial relations.

The Mediation and Conciliation Branch has statutory responsibility for the provision of conciliation, mediation, arbitration and adjudication assistance for dispute resolution in the federal private sector; the adoption of dispute preventive initiatives to maintain stable labour-management relations; and the provision of industrial relations expertise for policy formulation and implementation, and legislative development.

The Branch discharges its responsibility by appointing a Conciliation Officer, whose duty it is to bring the parties together to assist with their negotiations, and to guide them in the signing of a collective agreement. The Director has other options for third-party assistance, which include a Conciliation Commissioner; a three-person Conciliation Board; a Mediator, either from within or outside the Service; and an Industrial Inquiry Commission, all for the purpose of ending the bargaining dispute.

In the case of a major dispute involving essential services and affecting national safety, or grave danger to the economy, and for which Cabinet has decided that the only remedy is to legislate an end to the dispute, the Branch is responsible for preparing all informational material, advising in the drafting and the piloting of the proposed bill, and implementing the legislation in respect of final resolution of the dispute.

The policy of the government to promote freedom of association for the purpose of collective bargaining has fostered a steady growth of bargaining units in recent years. The high cost to the Canadian economy resulting from strikes and lockouts is a matter of public knowledge, therefore, each peacefully negotiated settlement is an invaluable contribution, not only in terms of the national productivity preserved and the economic gain saved, but also in terms of the preservation of social peace, as well as the enhancement of our democratic political system.

It is within this economic, social and political context that the position operates. The daily operations are coordinated across the country; the mediation of specific industrial disputes; the reporting of third party assistance in industrial disputes; the coordination of research and consultation services; etc.

The Branch also serves as a secretariat to the Minister, providing replies to questions, outlining policies and replying to correspondence concerning specific industrial disputes and current controversial labour relations issues.

The incumbent advises on recommended changes to legislative and regulatory provisions, orientations and policies in other jurisdictions, as well as on labour relations developments and activities on the part of employer and employee organizations.

The Director liaises daily with the Program Planning and Technical Support Branch of the FMCS whose role includes the conduct of research into industrial relations developments, in an operationally-oriented perspective, and the provision of economic data in direct support of the conciliation and mediation activities of the Branch.

The Director serves on a number of departmental and interdepartmental committees. This role extends to the international scene in respect of the Manpower and Social Affairs Committee of the Organization for Economic Co-operation and Development and the United Nation's International Labour Organization. The Director works closely with provincial labour jurisdictions, fulfilling a catalytic role serving as Secretary of the Labour Relations Committee of the Canadian Association of Administration of Labour Relations.

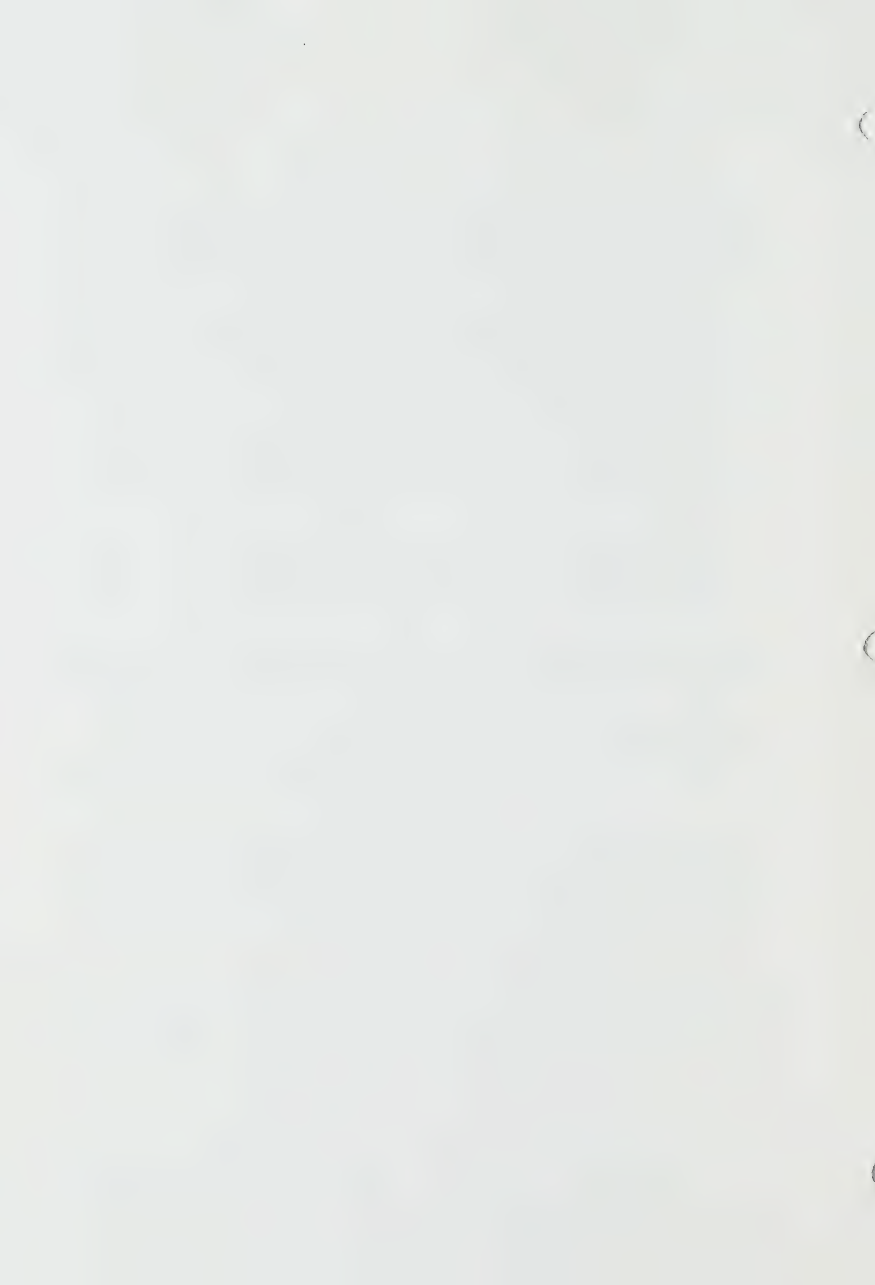
There are daily contacts with senior representatives of management and trade unions in the industries under federal jurisdiction, for the purpose of resolving immediate industrial disputes. The Director has an advisory and informational role vis-à-vis the academic, professional, business and labour communities, which brings him to meet with individuals and to address groups, as well as a direct informational tool toward the new media.

DIMENSIONS (Constant Dollars)

Number of Subordinate Staff Years:	39
Salary, operating and maintenance budget	\$575,000
Canadian Labour Force Salaries	\$4 Bil.

SPECIFIC ACCOUNTABILITIES

- 1 Administers the provisions of the Canada Labour Code and its Regulations governing the collective bargaining process in the federal private sector.
- 2 Ensures the effective and efficient management of all aspects of third party assistance in the prevention, conciliation and mediation of labour disputes across Canada.
- 3 Promotes free collective bargaining and the peaceful settlement of industrial disputes within the federal private jurisdiction.
- 4 Engages in the resolution of specific industrial disputes in complex situations where the economic, social and political consequences of work stoppages are of high importance.
- 5 Ensures a complete and up-to-date flow of information on key disputes to the Minister and the Assistant Deputy Minister.
- 6 Reviews, evaluates and improves the process of third-party assistance to provide an efficient service to the clientele and advises senior management on possible changes to departmental policies, legislation and regulations concerning industrial relations and the settlement of industrial disputes.
- 7 Maintains a high level of professional staff proficiency through the recruitment, training, and re-training of experienced and competent collective bargaining negotiators either from management personnel or trade.



EVALUATION RATIONALE

Director General, Mediation and Conciliation

KNOW-HOW

- G Mastery of all aspects of labour relations, labour relations legislation, and, in particular, mediation and conciliation usually obtained by many years of experience in labour negotiations.
- III Directs and co-ordinates conciliation and mediation activities in settling labour disputes for federally regulated industries arising under the Canada Labour Code, many of which relate to major transportation and communication industries.
- 3 Successful achievement of objectives requires directing a staff of 41; dealing with labour disputes in Canada and dealing with senior officials of companies, unions and governments.
- 700 Middle number reflects the expertise required to manage a national service to assist several sectors of the economy.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policy, reporting to an ADM and freedom to work out innovative solutions in solving labour-management problems.
- 4 Analytic and constructive thinking required in dealing with and resolving variable and dynamic labour-management situations for which few precedents exist.
- (57) Higher percentage reflects the requirement to reach agreement with both labour and management in several commercial sectors.

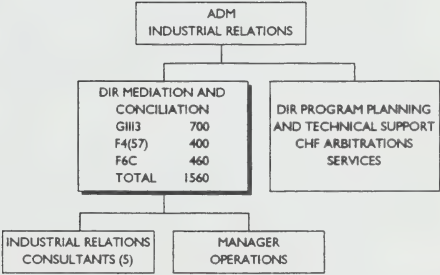
ACCOUNTABILITY/DECISION MAKING

- F Reporting to ADM, Industrial Relations, acts within broad policy guidelines subject to general managerial direction.
- 6C The position has a discernable effect on the Canadian labour force. The proxy selected to represent this labour force is a total annual salary bill of approximately \$4 billion (Constant).
- 460 Lower number is consistent with the degree of latitude the position has to conduct negotiations and the size of budget affected.

SUMMARY

GIH3 700	F4(57) 400	F6C 460	1560	A1
----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-7-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-7-C

POSITION TITLE: Regional Director General, Quebec

GENERAL ACCOUNTABILITY

Is accountable for the delivery of all departmental programs in the Region, and for the implementation of functional directives, and, as appropriate, functional guidance and advice.

ORGANIZATION STRUCTURE

This is one of 11 positions at the first level reporting to the Deputy Minister. The others are: Regional DG's, Central and Arctic; Pacific; NFLD; Gulf; Scotia Fundy; Senior ADM, Corporate Management; ADM Science; ADM, Fisheries Operations and ADM, Regulatory and International Affairs.

Regional Director, Science (Staff of 216) is responsible for the line management of the multi-disciplinary scientific activities within the Region, including research related to resource management and environmental quality in the oceans, ocean related processes and phenomena and advice on the management and development of fisheries and fish habitat, including planning and conducting all hydrographic and research surveys, navigational chart production; and maintenance of associated publications covering the navigable waters of the Gulf of St Lawrence.

Regional Director, Fisheries and Habitat Management (Staff of 131) is responsible for the line management of fishery-related activities, including habitat management, to ensure the proper management, allocation to, and control of, the commercial, native and recreational fisheries in marine waters, directing programs for the industry's socio-economic development, including technology transfer; and administering the Fishing Vessel Insurance Program.

Director, Inspection Services (Staff of 66) is responsible for guiding and advising on the uniform application of Acts and Regulations in respect of inspection activities to protect public health and markets, including inspection and laboratory analyses of foreign and domestic fish and fish products; the inspection of fishing vessels, fish storage, handling, transporting and processing facilities; shellfish control activities; and various registration and certification procedures.

Director, Economics, Statistics and Informatics (Staff of 20) is responsible for planning, organizing and directing the development and application of statistical and economic analyses in support of regional strategies for the management of fishery and habitat resources and scientific activities; providing economic analysis of program results to assess the regional contribution to departmental and sectoral objectives; ensuring the development and delivery of informatics and office automation services for all regional programs to facilitate their timely, effective and economical delivery; conducting multi-disciplinary surveys; conducting commercial and market analyses; providing a regional focus for international and intergovernmental affairs and, in particular, federal-provincial relations with Quebec.

Director, Communications (Staff of 4) directs and develops all communication strategies and services internally for employees and externally for the industry and general public.

Director, Capital Assets (Staff of 9) is responsible for managing capital assets, maintenance and services related to the operation of fishing harbours and marinas within the Region; ensuring the operational readiness and safety of a fleet of ocean-going ships and inshore vessels for fishery-management and scientific activities; maintaining and operating departmental facilities within the Region.

Regional Comptroller (Staff of 40) is responsible for directing and co-ordinating internal management services across the Region covering Operational and Work Planning, Finance, Materiel Management, Records Management and Library Services, and General Administration.

Director, Personnel (Staff of 14) is responsible for planning, co-ordinating and directing a decentralized and delegated personnel administration program for the Region; advising senior management on personnel legislation, and central agency and departmental personnel policies, regulations and practices to support the attainment of governmental, departmental and regional objectives through the optimum utilization of human resources.

NATURE AND SCOPE

The Regional Director General, Quebec, is the general manager of all departmental services and programs delivered in the Region and is the custodian of departmental resources assigned to the Region. This includes the management of regional program issues and the provision of required advice to the Assistant Deputy Ministers, Associate Deputy Minister, Deputy Minister and Minister; the representation of all departmental programs in the region; the provision of support services to regional operations and regional input in the development of sectoral and departmental policies, priorities, plans, programs, processes, standards, practices and budgets; and the creation of a harmonious relationship in matters pertaining to fisheries with the government of Quebec and other federal departments in Quebec.

The Regional Director General oversees the management of all science activities within the Region. These encompass the development of biological and scientific initiatives required for managing, protecting and expanding freshwater and marine fish resources in the Region. Long- and short-range policy planning for the fishery and its habitat is established on a scientific basis by assessing fish stocks, forecasting fish stock abundance, examining the development and application of marine culture techniques in salt and fresh water, investigating methods of protection for freshwater and marine fish habitats, and developing proposals for stock expansion of economically valuable species.

Oceanographic activities managed by the Regional Director General relate to physical, chemical and biological oceanography to respond to the short- and long-term needs of the fishery and oceans sectors of the Canadian economy in respect of fisheries management, general shipping, ocean engineering, offshore hydrocarbon development, climate, tides and pollution. Access to the international pool of scientific knowledge provide the data, information and knowledge base from which sound scientific advice, assistance and information are provided to regional industry.

The Regional Director General also oversees both the production of new navigation charts from surveys and the revision of existing charts, plus the publication of tide and water level data, all designed to promote and facilitate safer use of Canada's navigable waters and to ensure an adequate supply of navigational charts for the needs of shipping off Canadian coasts. Tide, current and water level data are researched and published and are important to coastal and offshore industrial activities.

Responsibility for management of all saltwater and estuarine fisheries of the Quebec area of the Gulf of St Lawrence rests with the federal government in the Quebec region. Extensive liaison and co-ordination with the provincial government is required because of the many competing uses for water resources and the potential for environmental degradation, which threatens the well-being of both salt and freshwater fish stocks.

The Regional Director General is the regional point of contact for all liaison and co-ordination with the fishing industry (recreational, native and commercial), requiring constant interface with fishing company presidents, heads of fishermen's unions, boat owners' representatives, heads of conservation and recreational organizations, native bands, the province, other government departments, university administrators and professors, plus chambers of commerce and boards of trade and other public and private bodies with an interest in the fishing industry.

The development and implementation of an annual fishing plan for each fishery requires a broad mix of inputs, depending largely on the factors in play in a specific fishery. Following the research necessary to understand the dynamics of the stocks involved and their current status, extensive consultations are required to set the appropriate Total Allowable Catch and to determine appropriate allocations. Consultations are held as required from the community level to the provincial and sectoral level. The Regional Director General ensures that regulatory decisions are communicated and explained to participants by fishery officers and through the media.

Promulgation and enforcement of regulations for fisheries and habitat management, including the operation of a vessel fleet and the co-ordination of surveillance operations, have a direct impact on the fish catch and a very substantial impact on the economy of the Region, with corresponding political sensitivity.

Inspection Program officers are responsible for enforcing the federal and provincial fish inspection acts. These acts give the Department a mandate to inspect all fish and fish products intended for export from Canada or for interprovincial trade; all fish and fish products imported into Canada; and most fish and fish products for intraprovincial trade.

Facilities inspected include fishing vessels, unloading, handling and holding sites, transport vehicles, storage facilities and processing plants. In order to ensure with reasonable confidence that facilities comply with standards, they must be inspected at appropriate intervals. The inspection of facilities and fish takes place in many, sometimes remote locations and problems of quality can have severe economic repercussions on local communities.

The Regional Director General manages the consolidation of economics and statistics groups competent in the preparation of regional economic studies and commercial and market analyses and the preparation of statistical data in support of fisheries management, oceanographic development and hydrographic survey operations. Communications and publications are integrated for all sectors of the Department operating within the Region. The

sensitivity of departmental activities and their impact on the local economy necessitates an innovative and effective communications program with the public in the Region.

Capital assets within the Region include major laboratories and office accommodations in Quebec City and Mont Joli and a substantial vehicle fleet. All of these assets must be acquired, modified and maintained in proper condition to meet program requirements in the Region. The vessel fleet absorbs a substantial portion of the Department's capital budget and O&M funds, fleet management decisions thus have a substantial impact on the use of departmental funds. Small craft harbours are used extensively by fishermen and pleasure boaters and their upkeep and accessibility are subject to intense local political pressures.

DIMENSIONS (Constant Dollars)

Person Years:	500
Salary, operating and maintenance budget	\$7 Mil.

SPECIFIC ACCOUNTABILITIES

- 1 Oversees the efficient and effective integration of the region's fisheries and biological research, ocean science and surveys, fisheries and fish habitat management, fisheries development, inspection, and common services activities while maintaining the required level of service to all internal and external clients.
- 2 Provides regional input to sectoral and departmental policies, priorities, plans, processes, standards, practices and budgets.
- 3 Administers regional programs in accordance with agreed upon plans and budgets; manages; all regional program operations; acts as the custodian of departmental resources and implements functional direction, guidance or advice.
- 4 Ensures that allotted resources meet regional objectives in concert with departmental policies, priorities, goals and objectives.
- 5 Ensures the most harmonious relations possible with the government of Quebec, in part by negotiating bilateral agreements on the development of Quebec fisheries and the harmonization of fisheries, scientific, inspection and statistical activities.

EVALUATION RATIONALE

Regional Director General, Québec

KNOW-HOW

- G Mastery of departmental policies, programs and legislation related to the management, conservation and development of the fisheries resource and its habitat and to fisheries biological research, ocean science and hydrographic services.
- III Conceptual and operational coordination of the programs delivered in the Québec Region.
- 3 Successful achievement of objectives involves dealing with senior government officials, representatives of industry, fishermen associations and in dealing with domestic and international scientists.
- 700 The middle number reflects the scientific program and managerial knowledge required for a diverse operation.

PROBLEM SOLVING/THINKING

- F Thinking within broadly defined sectoral policies and general frames of reference to ensure efficient and effective integration and delivery of the region's activities while maintaining the required level of service to all clients.
- 4 Analytical and evaluative thinking required to assess priorities and new research requirements.
- (57) Higher percentage reflects the complexity of the thinking required in complex program/research situations.

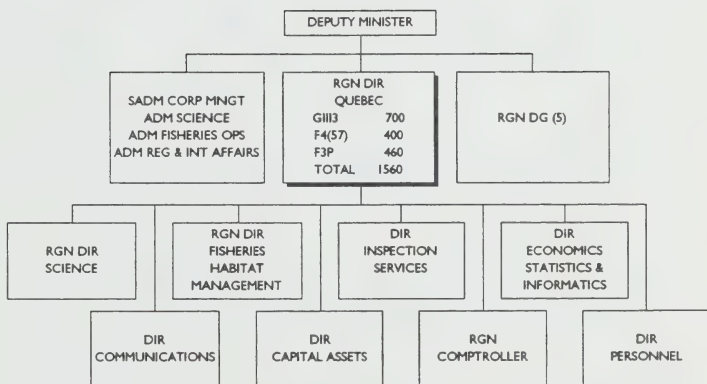
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Minister, is subject to sectoral direction from Headquarters.
- 3P The position has a primary impact on the operations of the Québec region. The proxy selected to represent these operations is an annual operating budget of \$7 Mil (Constant).
- 460 The low number represents the size of the budget and the amount of direction available.

SUMMARY

GIII3	700	F4(57)	400	F3P	460	1560	A1
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-7-C



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-6-A

POSITION TITLE: Director General, Education

GENERAL ACCOUNTABILITY

Is accountable for the delivery of Indian education programs including the operation of federal schools, the funding of band operated schools, the negotiation of federal-provincial tuition agreements (covering education in provincial schools), providing funding and support programs for post-secondary students, and a full range of related student services, curriculum development and cultural programs.

ORGANIZATION STRUCTURE

This is one of five positions at the second level reporting to the Assistant Deputy Minister, Indian Services. The others are: Director General, Social Development; Director General, Housing, Band Support and Capital Management; Director, Special Projects; and Director, Program Support.

Specific functions of the positions reporting directly to the Director General, are:

Director, Education Policy (Staff of 8) is responsible for planning, developing, implementing and monitoring all policies and standards related to the education programs; planning and facilitating the transfer of education systems in support of Indian self-government; and directing and monitoring Cultural/Education Centre programs.

Director, Education Management (Staff of 10) is responsible for ensuring that cost control and base information systems are operating effectively; collecting, analyzing, and reporting data to support resourcing requirements of the programs under the responsibility of education; monitoring education development and requirements and the management and delivery of services in the Regions; and providing program support services.

NATURE AND SCOPE

The Department supports Indian and Inuit in achieving self-government, economic, educational, cultural, social and community development needs and aspirations.

The Indian Services Program is responsible for designing and managing the delivery of services which create and foster quality education services and improve social services, housing and community infrastructure and provide support to bands delivering programs to their members.

The Education Branch is responsible for managing quality education and cultural programs at headquarters, and for providing functional direction to officers in nine regions and approximately 200 work locations. The Branch focuses on promoting Indian self-reliance by providing a broad range of developmental support services, designing policy and managing the transfer of control of Indian education to Indian bands and institutions.

The Director General discharges his/her responsibilities during a period of significant change resulting from the departmental reorganization and the thrust towards Indian self-government. A major challenge of the position is to ensure Indians receive quality education services comparable to those provided to all Canadians while encouraging the development of Indian self-government and the transfer of responsibility for the education program to Indian bands and associations. The Director General provides advice to regional Directors of Indian Services and Education on the development and implementation of program objectives, plans and priorities and the delivery of services to enhance the overall effectiveness and efficiency of the field organization within the framework of branch, departmental and Indian objectives.

The education program is highly complex and diversified. It provides a full-range of services from kindergarten to completion of university or professional training. It is further complicated by the fact that elementary/secondary educational services are provided to Indians in three separate school systems - each being distinctly different in its organizational structure, overall operation, and in its relationship with the Department. Thorough knowledge of each system and of its characteristics is essential if proper direction and guidance is to be provided to regional officers.

The success of negotiations depends in large part on the incumbent's insight of the operations and regulations affecting the organizations participating in the negotiations. For example, tuition arrangements must be negotiated to prevent duplication of funding already provided through the Established Program Financing Act.

The Director General is also responsible for continuing education activities including university/professional education, and adult education programs - each of which has a specific and distinct program objective. The manner in which the programs are delivered varies greatly from program to program as well as from one region to another. Since contacts are maintained with provincial institutions from Headquarters, the Director General must be aware of the peculiarities of each regional operation to communicate the department's point of view as forcefully as possible.

A third major component of the education activity relates to the cultural activities designed to promote and support the cultural development of Indian people. The management of the Cultural/Educational Centres program requires an appreciation of the cultural aspirations of different Indian groups. The incumbent must be constantly aware of the political nature of the program and must administer the program with tact and good judgement.

The Director General is responsible for all aspects of policy development. The incumbent is particularly involved in developing policies designed to facilitate the transfer of education to Indian bands and in translating the policy of Indian control of Indian education into operational terms as well as in monitoring regional programs to ensure adherence to approved policies and to identify areas of potential changes in existing policy.

As functional activity manager, the incumbent assumes a major role in the development of long-term strategies for education, the procurement of resources for the program, the monitoring of these resources against stated objectives and reporting of the outputs.

To ensure that departmental objectives are translated into operational terms, the incumbent defines long-term program goals and communicates these to the regions. Operational plans are developed in line with these goals. The incumbent reviews regional plans to ascertain compliance with the national thrust and directs modifications to regional plans as required.

The Director General's involvement in the procurement of resources is varied and critical. The incumbent is the link between field operations and senior management and central agencies and must develop and implement an appropriate process to obtain detailed financial (data base) information, analyze regional performances, and establish regional funding requirements to meet intended results. Having established the resourcing levels, the Director General monitors regional operations to ensure that funds are used as appropriated, and to direct corrective measures when significant deviations are observed.

The Indian Act and relevant departmental policies and guidelines provide only limited direction for solving operational and policy problems. The incumbent must be aware of precedents and exercise good judgement in resolving education-related issues. Major initiatives such as revisions to certain programs proposed by Indian groups are referred to the Assistant Deputy Minister for review and approval. As circumstances and program priorities change, the incumbent is required to advise senior management concerning the implications of such changes from the program, political and financial perspectives.

DIMENSIONS (Constant Dollars)

Number of staff under direct supervision:	20
Number of staff receiving functional direction:	1,800
Salary, operating and maintenance budget:	\$1,155,000
Education Program Budget:	\$122 Mil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the quality of education services provided to Indians is at least comparable to that provided by the provincial departments of education for the non-Indian population.
- 2 Establishes standards and guidelines of professional and technical competence for headquarters and field staff and monitors adherence to these standards as well as to personnel, financial, branch, and Indian policies.
- 3 Provides leadership in the management of change in programs, priorities and objectives so that field input at all levels is recognized, uniform field application is achieved but is flexible enough to adapt to regional and sub-regional, provincial, and Indian political realities, to ensure that Indians continue to be served without undue advantage being accorded to one segment of the Indian community at the expense of others.

- 4 Ensures the continual improvement of headquarters and regional policies and operations in accordance with legislative changes, improved standards, guidelines and policies, and with the objectives of devolution and self-determination. Improves management techniques to organize, motivate, plan, coordinate and control to the extent possible within this context.

EVALUATION RATIONALE

Director General, Education

KNOW-HOW

- F Extensive knowledge and understanding of the complete range of federal government programs and organizations, the role of Indian associations, an in-depth appreciation of the goals and objectives of Indians; an extensive and in-depth knowledge of education, planning concepts, systems and procedures.
- III Operational and conceptual management of the departmental education program for Indians and of the transfer of education systems to Indian communities.
- 3 Successful achievement of objectives requires directing and motivating staff, consulting with Indian associations involving policy initiatives, consulting with Indian communities for transfer of education systems and with the Department of Justice regarding legal issues.
- 608 Highest number is consistent with the role of the position as the departmental authority on Indian education programs.

PROBLEM-SOLVING/THINKING

- F Thinking within broadly defined policies and objectives, initiates at the national level proposals designed for the continuing improvement of Education services to Indians and initiates transfer of education services to Indian communities ready to assume such responsibility. Reviews all proposals and submissions to ensure consistency with Departmental objectives.
- 4 Analytical and creative thinking required in the establishment of local control of Indian education, within the limits of available financial resources, while maintaining the Minister's trust responsibility; also, in assuring national standards in the operation of federal schools within a provincial jurisdiction, to provide quality educational services.
- (57) Higher percentage denotes the challenge of managing both the operations and devolution of a national service program.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Indian Services, is subject to broad departmental policies and objectives and general managerial direction in managing the education program.
- 5C The position has a contributing impact on the departmental education program. The proxy selected to represent this program is an annual education program budget of \$122 mil (Constant).
- 350 Lowest number reflects impact of others in the Department who exercise a significant impact on program end-result and size of budget affected.

SUMMARY

FIII3 608

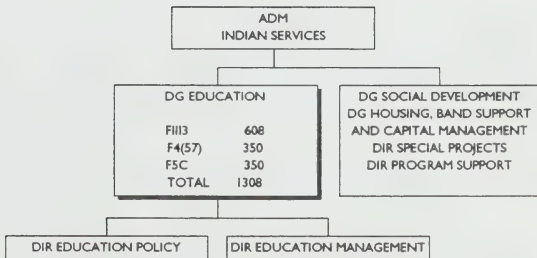
F4(57) 350

F5C 350

1308

0

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-6-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-6-B

POSITION TITLE: Regional Director, Operations

GENERAL ACCOUNTABILITY

Is accountable for the planning, execution and control of programs concerning occupational safety and health, employment benefits, income maintenance for the injured, labour management relations and fire prevention.

ORGANIZATION STRUCTURE

This is one of twelve positions at the second level reporting to the Assistant Deputy Minister. The others are: Director General, Occupational Safety and Health; Director General, Labour Standards and Equal Pay; Director, Fire Prevention; Director, Program Services and Systems; Manager, Field Operations and five other Regional Directors.

Specific functions of the eleven positions reporting to the Regional Director are:

Four District Managers (Staff of 46) each is responsible for the management and direction of operations programs in their districts, and providing services to the public in such matters as conditions of work, employment standards and fair wages, occupational health and safety and other programs to promote and protect the well-being and rights of workers and to generally improve the industrial relations climate.

Manager, Fire Prevention Services (Staff of 2) is responsible for providing building plan reviews and approving building takeovers for departments and other enterprises within federal government jurisdiction.

Manager, Regional Services (Staff of 5) is responsible for the provision of financial control systems and all other systems coordination; supervising the provision of financial, personnel and other support services to management and staff of the Region.

Technical Advisors (3) (Staff of 3) each is responsible for the provision of expert advice to the Regional Director, District Managers, Labour Affairs Officers and support staff, concerning occupational safety and health, conditions of work (standards) and labour affairs; to provide regional input to the development of legislation, policy and programs through participation in standing committees.

Manager, Injury Compensation (Staff of 6) is responsible for the management of the injury compensation program pursuant to the Government Employees Compensation Act, and the recovery of damages from third parties.

NATURE AND SCOPE

The Department administers the Canada Labour Code covering the labour standards, occupational health and safety, industrial relations for private sector industries under federal jurisdiction including: transportation, communication, banking, grain handling, ports, nuclear fuel cycle industries, and Part II for the Public Service.

The work environment has become increasingly complex and sensitive to worker and public concerns over the past several years. Occupational Safety and Health has assumed a much higher profile due to such factors as increased attention to accident prevention; joint safety responsibilities; the short and long-term effects on health of hazardous substances including chemicals, dust and asbestos, and the psychological effects of new technologies. Over the same period employment conditions and employee relations have assumed new importance as a result of increased understanding by employees of their rights and entitlements, and the corresponding responsibility of employers to provide equitable treatment. As a consequence, standards legislation has become much broader in scope dealing with matters such as unjust dismissal and harassment in addition to the traditional hours of work and wage concepts. These changes have resulted in the requirement of new techniques for dealing with issues in which the emphasis has tended to swing away from relying only upon regulation and control in a policing sense, to one which includes persuasion and cooperation to voluntarily meet the legislated requirements. These changes have also contributed to the adoption of new non-legislated programs based on education and cooperation as exemplified by the Labour Education Program.

This environment comprises some 7740 work sites in the Region, represented by several different employee groups such as the Conseil des syndicats démocratiques, the Conseil des syndicats nationaux, the Fédération des travailleurs du Québec, the Conseil des éducateurs du Québec and others. These are unique and independent from the rest of the employees' organizations in Canada. Québec culture and language issues require a sustained level of consultation and dialogue to ensure the required cooperation between the Department and these various employees' associations in order to promote the objectives of the Department affecting employees within the province of Québec.

In this environment the Regional Director plans, organizes, coordinates, establishes priorities, and develops and defines the procedural framework within which present programs will be delivered and future workplans developed. He/she is vested either by Order-in-Council or by his/her identification in regulations pursuant to Parts II and III of the Canada Labour Code and the Fair Wages and Hours of Labour Act, with the authority to judge, permit or direct compliance with the Labour Code and/or regulations. This includes the problem of determining acceptable safety and health precautions, the circumstances in which prosecutions should be undertaken, and whether or not a complete shutdown of an establishment should be ordered.

The Regional Director manages the provision of services and support to enable the Department to meet its mission objectives in the Region related to occupational health and safety, employment benefits, income maintenance for the injured, labour management relations and fire prevention. He/she is called upon to provide advice on policy and direction for programs under his/her jurisdiction in a continually changing environment. This requires continuing monitoring, re-design and modification of programs. The Regional Director provides a cohesive approach to the internal management of the Region, ensuring that

approved program goals, operational plans and resource ceilings are translated into Regional goals, plans and budgets.

The Regional Director establishes regional approaches and working relationships with senior executives of provincial and/or territorial governments, private industry, Crown corporations, unions, labour organizations and other associations that will result in smooth and Consistent program administration. The Regional Director is expected to be an active member of various departmental committees chaired by the Deputy Minister or the Assistant Deputy Minister which meet regularly to discuss representations on policies, programs and the management of the Department.

A major challenge to the position is developing strategy and policy concepts and assessing, recommending and articulating alternative strategies for specific elements of the operations programs. Within this context are the continuing development of new approaches and the balancing of priorities to meet the expressed needs of clientele. A further challenge is in determining acceptable safety and health precautions, the circumstances in which prosecutions should be undertaken and whether or not a complete shutdown of an establishment should be ordered. Decisions such as these require the balancing of the welfare of workers with those of social and economic well-being of the community. Other challenges include the translation of legislative and policy directions into meaningful operating instructions which can be readily understood by officers implementing a number of programs in the Region.

In addition, a great number of national companies have their headquarters located within the Region. Among them, CN Rail, CP Rail, Air Canada, Canadian Broadcasting Corporation of Radio-Canada, Bell Canada and a number of Chartered Banks are very active in influencing the departmental policy orientation and regulation review and through the FETCO group (Federally Regulated Employers of Transportation and Communications Organization), whose office is located in Montreal. They impact heavily through constant consultation on the future orientation of the Department on a variety of national issues related to the safety and health and labour standards of employees across Canada. The region also has dealings with such employer representatives as the Conseil du Patronat du Québec, the Société nationale de l'amiante, the Association des éleveurs à grain du St-Laurent et des Maritimes, and with major universities located in the province and the Conseil de la santé et sécurité des travailleurs, in an attempt to maintain good working relations and cooperation in the planning of future policy orientations. The resolution of the longshoring health and safety issues facing our ports in Québec and the Eastern provinces must be addressed through consultation with the Maritime Employers Association located in Montreal. Also the closed office syndrome will be a major issue of the coming year especially in Montreal and Québec City.

Recurring contacts are maintained with Deputy Ministers and other senior staff of provincial and/or territorial governments, senior officials of private industry, unions, employee associations, Crown corporations and the Public Service to define and discuss legislation and regulations and their interpretation. Contacts are also with many of the above mentioned to resolve conflicts and discuss possible closures for non-compliance. Regular contact is maintained with the Assistant Deputy Minister and other officials of the Department to present new policy proposals, changes in programs, legislation and regulations, and to discuss regional operational long term and strategic plans.

DIMENSIONS (Constant Dollars)

Number of Staff	74
Salary, operating and maintenance budget	\$918,114
Statutory (Compensation)	\$3.2 Mil
Employers' Costs (Regulated industries)	\$2.6 Bil

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the development of cooperative federal/provincial/union/management relations in labour affairs.
- 2 Provides leadership in determining new policy and program requirements through discussions with other federal jurisdictions, provincial/territorial governments, unions, labour associations and other interest groups.
- 3 Ensures development and maintenance of a program of inspection for OSH (including fire), labour standards and development of a regional education program.
- 4 Contributes to an understanding of responsibilities through a program of education and promotion of an acceptance of enforcement activities by meeting with senior representatives of management and unions.
- 5 Ensures that costs for negotiated services performed for the Department by the provincial government and its agencies, or by private contractors are reasonable and oversees the monitoring of all such agreements.
- 6 Ensures the efficient and effective management of the Region through the introduction of sound organization principles and structures, the establishment of authority and accountability levels and the setting of managerial objectives, goals and standards of performance.

EVALUATION RATIONALE

Regional Director, Operations

KNOW-HOW

- F Extensive knowledge of labour management relations including labour standards, occupational health and safety, injury compensation and social conditions within the region.
- III Manages the delivery of a variety of departmental programs dealing with such matters as occupational health and safety, employment conditions, employees relations and fire prevention in the region.
- 3 Maintaining good interpersonal relationships is essential in motivating staff and in dealing with senior officials of federal departments, provincial government, industry and unions.
- 608 High number reflects the expertise required to manage the delivery of a variety of programs in a large, highly developed region and develop national policies on specific program elements.

PROBLEM SOLVING/THINKING

- F Thinking within a general frame of reference in planning and delivering a variety of programs to achieve departmental objectives.
- 4 Analytical and interpretive thinking is required in developing and carrying out programs relating to working conditions, occupational health and safety and fire prevention in the region.
- (50) Lower percentage indicates that a noticeable amount of functional direction is available from departmental headquarters.

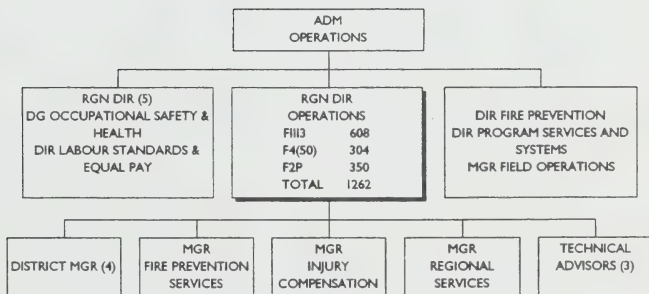
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Operations receives managerial direction of a general nature and is subject to functional policies and goals.
- 2P The position has a primary impact on the operations of the Region. The proxy selected to represent these operations is an annual operating budget of approximately \$900,000 (Constant).
- 350 High number reflects the position's authority and discretion to direct compliance with the Canada Labour Code.

SUMMARY

FIII3 608	F4(50) 304	F2P 350	1262	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-6-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-5-A

POSITION TITLE: Regional Director, Yukon

GENERAL ACCOUNTABILITY

The Regional Director is the senior executive officer of the Department in the region, responsible for implementing departmental programs and policies and for promoting the government's policy on Indian self-government vis-à-vis the Indian bands, territorial government, and other federal departments. The Director is the regional spokesperson for the Government of Canada on Indian issues and is responsible for resolving problems, disputes and grievances against the Government from 15 Indian bands.

ORGANIZATION STRUCTURE

This is one of twenty positions at the first level reporting to the Deputy Minister. The others are: two Associate Deputy Ministers (Organization and Management, and the North); five ADM's for the principle program areas; three Directors General (Executive Services, Communications, and Human Resources); one General Counsel (Legal); one Administrator, (COGLA); and eight Regional Directors.

Reporting to the Regional Director are: Director, Lands, Reserves and Trusts; Director of Operations; Director, Economic Development; Senior Land Claims Advisor, Director, Secretariat; Director, Finance and Administration; Director, Personnel; Director, Communications.

NATURE AND SCOPE

The Department supports Indians and Inuit in achieving their self-government, economic, education, cultural, social and community development needs and aspirations.

Due to Indian rights being recognized but not defined in the Constitution Act of 1981, the role of the Regional Director is crucial in leading tripartite negotiations with Indian groups, territorial and other federal authorities on self-government initiatives. The Indian political organizations have a distinct appreciation of their people's role in the Canadian mosaic. They view themselves akin to that of a nation within a nation, based on the Royal Proclamation of 1763 and the various treaties signed between themselves and the Crown. The incumbent is dealing in a highly politicized and complex milieu, with several distinct cultural groups, each with its own unique language, social and economic circumstances, comprising over 5,000 Indians in 15 bands.

The Regional Director has the most senior federal role in the interface between the government and band and tribal councils, territorial and municipal governments, and with other departments in negotiating tripartite social, educational or economic development agreements and promoting government programs and policies to improve the quality of life for Indian communities. Similarly the RD must reflect the needs of the Indian people of the region in departmental policy and strategy development endeavors.

Being responsible for the delivery of multi-disciplined programs either through direct management or through Indian management (by conditional contributions to bands), the Regional Director is accountable for the success or failure of such programs. For example, if a band fails to deliver a service, the contribution agreements require the RD to authorize remedial action so that essential services such as social welfare, education, water and sewer are maintained and an action plan for financial recovery by the band is implemented. Any major problem in an Indian community such as a natural disaster, fire, irregular election procedures, complaints against Chief and council, or alleged inadequate financing of social or education services must be handled by the RD. Many of these issues become major news stories.

Two major initiatives of the government downsizing and the re-instatement of Indian status to about 1,300 people under Bill C-31 add further complexity. Downsizing depends upon all programs and services eventually being delivered through tribal councils and bands, and will require that larger budgets be managed by fewer people. Re-instatement will not only increase the size of the status Indian population by 25 percent but the return of perhaps 400 of these to reserve communities is causing unrest and increased pressure on scarce resources, particularly for housing. The major challenges of the position are to provide input to departmental policies that address the needs and aspirations of the region's Indians, direct regional activities that will lead to successful community based self-government, and stimulate improved permanent employment and business opportunities as well as general living conditions in Indian communities.

DIMENSIONS (Constant Dollars)

Person-Years:	55
Salary, operating and maintenance budget	\$747,763

SPECIFIC ACCOUNTABILITIES

- 1 Implements the government's policy of devolution of the administration of Indian programs to tribal councils and bands.
- 2 Directs the effective and efficient delivery of multi-disciplined programs either through departmental or Indian management, i.e. education, economic and social development, band support and capital management, lands, revenues and trusts, self government and alternate funding.
- 3 Represents the needs of the region in national policy and strategy development initiatives and also represents the federal government in administering programs and negotiating agreements affecting Indian communities through enhanced business and employment opportunities, and improved education, housing, and social programs.

- 4 Ensures open communication between Indian political leaders and groups, with territorial, municipal, and other public interest groups in fostering understanding and support for the development of Indian communities.

EVALUATION RATIONALE

Regional Director, Yukon

KNOW-HOW

- F Extensive knowledge of regional programs for Indian and Inuit Affairs as well as related government and Band policies and objectives. A thorough knowledge of the socio-economic conditions of the varied cultures of Bands is also essential.
- III Operational management and coordination of the full range of departmental programs and services delivered to some 5,200 Status Indians who are assembled in 15 Bands housed on 24 Reserves throughout the territory. Conceptual management in establishing regional goals to meet national program objectives while leading the devolution of Indian programs to tribal councils and bands.
- 3 Critical level required in motivating staff and in dealing with Indian organizations, Band Councils, officials of territorial government and industry to discuss socio-economic problems which impact on the native population, and to formulate regional programs for their resolution.
- 608 Middle number reflects managerial expertise required to deliver social services to a diverse, isolated and widely dispersed element of Canadian population.

PROBLEM-SOLVING/THINKING

- F Thinking within broad policies and objectives, develops and formulates recommendations to the Deputy Minister to resolve problems and meet challenges facing the region's Status Indians, taking into consideration their unique position as wards of the Crown and their historical and cultural position as the original inhabitants of Canada.
- 4 Analytical and constructive thinking required in setting regional priorities to meet government objectives for devolution and native aspirations for self-government, and in the deployment of human and financial resources to reach such objectives. Resolves questions of jurisdictional responsibilities in various fields with officials of territorial and municipal governments.
- (50) Lower percentage reflects the guidance available from departmental policies.

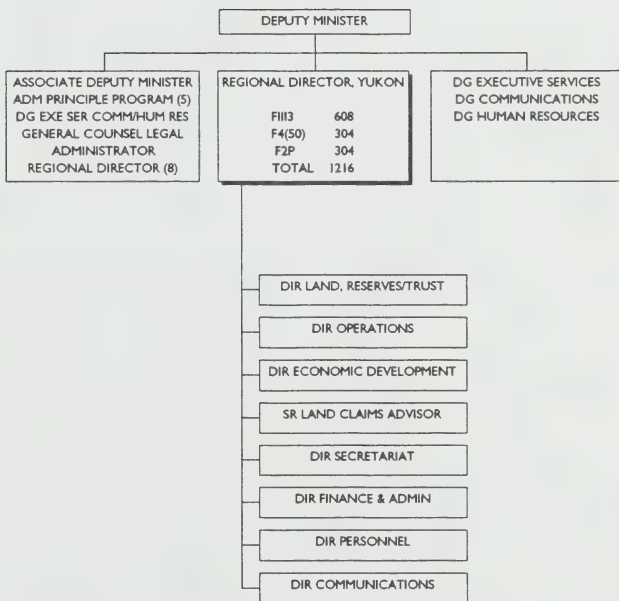
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Minister, acts within established functional goals and policies under general managerial direction. Functions with substantial independence in the management of programs and the provision of services to the native population. Policy recommendations are made to the Deputy Minister.
- 2P The position has a primary impact on the end results of the Indian program in the Region. The proxy selected to represent this program is a budget of \$747K (Constant).
- 304 Middle number reflects the degree of direction available and the impact on the Indian Services delivered in the region.

SUMMARY

FIII3 608	F4(50) 304	F2P 304	1216 0
-----------	------------	---------	--------

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-5-A



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-5-B

POSITION TITLE: Regional Director, Quebec

GENERAL ACCOUNTABILITY

Is accountable for directing and co-ordinating the implementation of the Department's consumer programs in the province of Quebec.

ORGANIZATIONAL STRUCTURE

This is one of the twelve positions at the second level reporting to the Assistant Deputy Minister, Bureau of Consumer Affairs. The other eleven are the Director, Management Services; the Director, Consumer Policy and Services; the Director, Product Safety; the Director, Legal Metrology; the Director, Consumer Products; an executive assistant working at Headquarters; and a regional director for each of the Atlantic, Ontario, Prairie and Pacific regions.

The specific duties of the six positions reporting directly to the Regional Director, Quebec, are:

The Regional Manager, Consumer Products (staff of 69), is responsible for planning, directing and controlling a program that provides inspection and enforcement services for a number of federal and provincial acts and regulations designed to protect consumers against economic fraud and deceit in the presentation and sale of a wide range of consumer products.

The Regional Manager, Product Safety (Staff of 11), is responsible for implementing the Department's product safety strategies and programs in the region, including strategies and programs for enforcing the Hazardous Products Act and its regulations designed to inform consumers and to protect them from product health and safety hazards.

The Regional Manager, Weights and Measures (Staff of 57), is responsible for applying and enforcing the Weights and Measures Act and its regulations, as well as other related acts (such as the Grain Act and the Fertilizers Act). To this end, he/she administers an audit and inspection program to ensure the accuracy of measurement in Canada to facilitate the smooth conduct of trade while ensuring that buyers and sellers carrying out transactions based on weights and measures are treated fairly and equitably in the marketplace.

The Regional Manager, Electricity and Gas (Staff of 32), is responsible for applying and enforcing electricity and gas inspection legislation. To this end, he/she administers a program that includes checking energy measurement instruments used in trade, inspecting facilities, and mediating disputes between consumers and energy suppliers.

The Regional Manager, Consumer Policy and Services (Staff of 3), is mainly responsible for offering service to the public. He/she ensures that consumer complaints and inquiries are processed efficiently and effectively. He/she continually keeps abreast of trends and

innovations on the regional market that affect or may affect consumers. He/she ensures that consumers are informed of their rights and responsibilities (not only in areas for which the Department is directly responsible) at meetings held to solve problems and to exchange information with other federal and provincial departments, corporations and industrial groups, consumer groups and the media.

The Regional Manager, Management Services (Staff of 16), is responsible for planning, co-ordinating and controlling the administration of financial management, and for supervising and controlling the general administration of regional and district offices for all activities.

NATURE AND SCOPE

The Department has a wide range of activities, and its task is essentially to maintain confidence in the integrity and viability of the market economy. To this end, it must promote a fair, orderly, safe, dynamic and efficient market for consumers and merchants by providing appropriate institutional and legal frameworks, and by providing information and services to the public, either directly or by influencing the policies of other governments and departments.

The Regional Director ensures that federal acts and a provincial act applied by the Department in the province of Quebec are uniformly interpreted and enforced in that province and that the Department's services are effectively rendered. This duty is performed through the above-mentioned regional management structure and regional staff in six major cities reporting to six district offices. These employees are responsible to the various regional managers.

The implementation of the Department's programs requires close co-operation with other departments, provincial and municipal governments, utilities, and consumer and business organizations to establish and maintain effective working relationships. There is a growing tendency to negotiate co-operation agreements with outside groups to avoid the duplication of efforts and program overlaps, and to engage in dialogue with business to obtain its co-operation in enforcing legislation. It is in this context that the Regional Director must ensure that the Department's programs are implemented in accordance with the guidelines established by Headquarters.

The Regional Director must ensure that managers in his/her region develop annual operational plans for achieving their objectives and that these plans complement one another and are consistent with the Department's objectives. He/she must particularly consider resource issues related to the implementation of the regional plan, determining how many employees are needed, if they have been properly trained, if they have the necessary equipment and what administrative "tools" they require to perform their duties efficiently and effectively. The Regional Director is accountable for the Region's human, financial and administrative resource management.

The Regional Director studies management information systems and makes recommendations to improve measurements of performance used to monitor the efficiency and effectiveness of the various programs. Where warranted by a particular situation in the Region, the Regional Director must take appropriate initiatives or reallocate resources better to meet the public's demand for services or to achieve program objectives.

One of the Regional Director's most difficult tasks is to sponsor and maintain a work force capable of achieving a high level of efficiency in implementing programs, dealing with change and market challenges, and maintaining service of good quality to the public.

The Department's various activities in the regions should complement one another and form a unified whole. The Regional Director must assist in developing programs and policies to ensure that priorities are set to achieve the Department's overall objectives. Thus, throughout operational planning and implementation, the Regional Director takes part in the policy and operational planning system designed to define programs, policies and amendments to be made in light of new market conditions.

The Regional Director's decisions have impacts on resource allocation in the Region. The incumbent also has a significant influence on the public and individual merchants in applying statutes in these specific cases. The Regional Director takes part in, or keeps abreast of, negotiations with merchants to reach voluntary agreements to obtain compliance with the acts and regulations concerned. He/she also assists in evaluating consumer organizations based on established criteria for making grants and contributions to these groups.

The Regional Director chairs the Regional Steering Committee, the forum for integrating and co-ordinating all of the Region's activities and for deciding matters of regional interest. He/she is a member of the Bureau's management team. With a director from Headquarters, the Regional Director co-chairs one of the program review committees aimed at designing a uniform, national procedure for implementing programs and developing new policies. He/she meets with provincial deputy ministers and executives, and may attend federal-provincial meetings of deputy ministers and official representatives as a member of the departmental team.

He/she is, ex officio, a member of the Department's Senior Management Committee. The Regional Director is the Department's senior administrative officer in the Region as well as its representative in dealings with outside media groups, other federal departments, provincial governments and so on.

DIMENSIONS OF RESPONSIBILITIES (Constant Dollars)

Person Years:	188
Operating Budget (including salaries)	\$2.0 Mil
Grants and Contributions	\$ 6,691,304

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that organizational, management and administrative structures, resource allocation and management, administrative and operational policies and procedures, and planning, information and evaluation systems contribute to the effective, efficient and economical implementation of operational plans;
- 2 Directs implementation of the Department's legislation in the region by seizing products, initiating legal action or negotiating voluntary agreements with officers of commercial enterprises and trade associations in order to protect consumers from fraud, misrepresentation or any other danger related to trade;
- 3 Negotiate and sign agreements with other provincial and federal departments, other governments, the media, trade and consumer associations, volunteer groups and public service companies in order to promote compliance with the Department's programs;
- 4 Ensures efficient and effective management of the activities in the region and the districts by defining and applying standards of performance and by ensuring compliance with the Department's personnel, financial management and other policies. Assesses the performance of subordinates and acts as the second level in the grievance procedure;
- 5 Assesses the effectiveness and efficiency of the Department's programs in the region to ensure they achieve the desired objectives as economically as possible, and amends or recommends changes to organization or operational policies and strategies. As a member of various office or departmental committees, takes part in planning and decision-making as an essential element to policy development and program effectiveness and design.

EVALUATION RATIONALE

POSITION TITLE Regional Director, Quebec

KNOW-HOW

- F Extensive knowledge of the Department's consumer programs, standards and policies relating to consumer protection, product safety and various measuring devices.
- III Manages the delivery of diverse programs in a large region.
- 3 The establishment of good working relationships with other federal and provincial government departments, business and consumer groups is critical to the successful delivery of programs in the region.
- 528 Middle number reflects the range and depth of knowledge required.

PROBLEM-SOLVING/THINKING

- F The Department's standards and policies provide a general frame of reference within which programs are delivered in the region.
- 4 Analytical and interpretive thinking is required in interpreting complex federal and provincial legislation.
- (50) Lower percentage reflects the degree of guidance provided by national policies and standards.

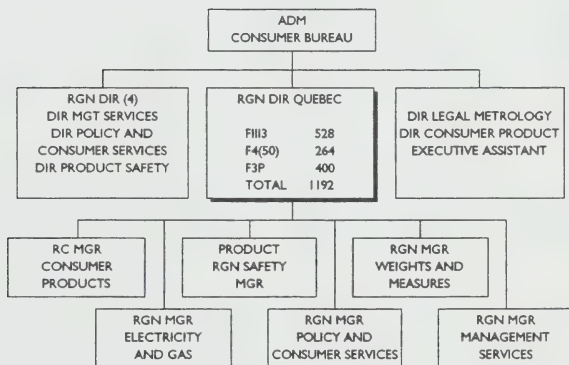
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Consumer Bureau receives managerial direction of a general nature.
- 3P The position has a primary impact on regional operations. The proxy selected to represent these operations is an annual operating budget of \$2.0 Mil (Constant).
- 400 Middle number reflects considerable freedom to act in negotiating cooperative arrangements with outside groups to achieve voluntary compliance and to avoid program overlap or duplication.

SUMMARY

FIII3	528	F4(50)	264	F3P	400	1192	A3
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-5-B



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-5-C

POSITION TITLE: General Manager,
Vancouver International Airport

GENERAL ACCOUNTABILITY

Is accountable for the efficient management of airport planning, operations, maintenance, marketing, property management, construction of facilities, and community relations to ensure the preservation and development of facilities and the provision of services for safe, secure and efficient air travel and transportation to the public.

ORGANIZATIONAL STRUCTURE

This is one of sixteen positions at the second level reporting to the ADM, Airports Group. The other fifteen are: five Headquarters Directors General: Airports Operations; Airports Marketing; Airports Corporate Management; Commercial Development; Professional and Technical Services; six Regional Directors General; the Airport General Manager, Toronto; Director General Montréal Airport System; the Senior Investment Advisor, and the Senior Director General.

Specific functions of the positions reporting to the General Manager are:

Manager, Financial and Resource Management (Staff of 31) is responsible for the management, direction and control of the financial, administrative and personnel resources including the airport program planning function, capital, operations and maintenance, person year resources, the airport commercial accounting system and the development and preparation of an integrated airport business plan.

Manager, Airport Development (Staff of 17) is responsible for the organization and control of project development for construction contracting management of capital works projects considering schedules, costs and quality; manages the airport planning and system engineering processes; provides a professional advice and consulting service in identification, definition and resolution of technical and environmental areas.

Manager, Safety, Security and Operational Response (Staff of 19) is responsible for the organization and control of the programs and services related to airport policing and security; controls the ongoing round-the-clock operational immediate response programs; manages the division's resources including training and supervision of the airport duty managers; manages the airport safety program; plans, organizes and coordinates all elements of airport and community emergency planning and response.

Manager, Airside (Staff of 79) is responsible for the direction of the airport marketing and property management programs; direction and control of the terminal and industrial area maintenance program; manages the division's resources in support of the operation and the

development of the airport; provides and directs the air terminal and ground transportation services.

Manager, Materiel Management and Contracting (Staff of 6) is responsible for the management of materiel and contracting services division; plans, organizes and administers the airport contracting program; directs a centralized purchasing operation; directs the supply depot operation.

Project Manager, Airside Capacity Enhancement (Staff of 4) is responsible for the organization, direction and coordination of the airport capacity improvement program including technical requirement analysis, environmental assessment, public consultation and project documentation preparation.

Manager, Terminal Projects (Staff of 4) is responsible for the management of a team of specialists engaged in planning and programming projects; provides conceptual design for a series of assigned projects to expand and modify the terminal building; places new revenue-generating concessions compatible with scheduled maintenance and operational and commercial service levels.

Community Relations Officer is responsible for the development, monitoring and evaluation of the airport's consultation plan; acts as secretariat for the Economic Development Board and other external committees; acts as a focal point for community/municipal/provincial liaison; develops and coordinates community relations or consultation-related training.

Superintendent, Air Navigation Services provides specialist technical expertise related to air navigation safety, regulatory enforcement and the standards, recommended practices and policies which pertain to the airport airside operation. Provides link between the many organizations operating at the airport. Duties involve inspection, certification, monitoring, coordination, communications, review and analysis.

NATURE AND SCOPE

Vancouver International Airport ranks as Canada's second busiest airport in terms of air passenger volumes, and Canada's busiest airport in terms of aircraft movement. On the international front, Vancouver ranks within the top fifty busiest airports in the world. As such, Vancouver Airport is an important economic generator for the British Columbia economy.

The General Manager operates within the mandate of the Airports Group which states that airports are to be operated in the most efficient, effective, secure and safe manner possible; that revenue generation opportunities are to be maximized; and that self-sufficiency of airports is to be developed.

In keeping with government initiatives, the Airport General Manager has assumed a strong commercial approach to operations. This has involved preparation of a business plan setting out the environment, constraints, targets and business principles, the institution of commercial accounting business practices and the presentation of a formal annual report and audited financial statements to better monitor and disclose long term financial viability.

As the airport moves toward financial self-sufficiency, the Airport General Manager must continually review and analyze for O&M and capital programs and recommend to the ADM, Airports Group the priority levels of projects and associated reallocation of funds in order to take full advantage of commercial opportunities.

Currently, the Airport General Manager is responsible for the planning and development of major expansion and modifications to the Main Terminal. As senior site representative, the incumbent represents the Department at official functions and in meetings with officials of municipal governments in the region, local Members of Parliament and the surrounding area mayors, private organizations, airlines and the aviation industry. In addition, the Airport General Manager must foster a positive approach to resolve mutual problems, ranging from the development of emergency and contingency plans to the effects of aircraft noise on the community. Constant liaison, coordination and negotiation with surrounding communities, police forces, hospital, media and safety agencies is required to ensure that all potential problems are resolved and that all public and private interests are served.

In light of continuing growth at the Airport, the Airport General Manager is challenged to achieve an acceptable balance between the conflicting and urgent demands and requirements of the travelling public and air industry, and the primary objectives of maintaining the security, reliability and safety of existing facilities and overall airport operations.

To facilitate the role of coordinator, the Airport General Manager chairs the Airport Consultative Committee whose other members include senior representatives from local government, the province, and all levels of air transportation industry including the Canadian Owners and Pilot's Association. This Committee is the primary vehicle for all forms of airport consultation.

DIMENSIONS (Constant Dollars)

Subordinate Staff Years	223
Salary, operating and maintenance budget	\$3,131,518
Gross Operating Income	\$12,427,439

SPECIFIC ACCOUNTABILITIES

- 1 Directs the development, provision and operation of Vancouver International Airport in a safe, secure and profitable manner, while satisfying the needs of the travelling public, local communities and the air transportation industry.
- 2 Manages the assets and resources of the Airport in an effective, efficient, equitable and commercial manner, ensures adherence to policies, directives, procedures and guidelines of statutory authorities.
- 3 Directs the development and delivery of the airport's capital program such as: the airside capacity enhancement program, the main terminal major expansion and modification project.

- 4 Represents the Group at meetings with airlines, air transportation industry, local and public interest groups, all levels of Government, media and public-at-large on matters related to the life cycle management and marketing of the Airport's facilities and services.
- 5 Participates as a member of the Airport Group's Executive Committee and supports the activities and programs of the Headquarters functional directorates.

EVALUATION RATIONALE

General Manager, Vancouver International Airport

KNOW-HOW

- F Extensive knowledge gained through wide exposure to all aspects of airport development and operations and to the aviation industry coupled with a knowledge of departmental and governmental policies, regulations and guidelines as they relate to civil aviation in Canada and to the aviation industry.
- III Manages such diverse functions as airports development, operations, planning, maintenance, marketing, property management, construction of facilities and community relations.
- 3 Successful achievement of objectives requires dealing with the air transportation industry, municipalities, business groups and other levels of government and community groups on matters relating to airport development, marketing, facilities and services.
- 528 Middle number reflects the knowledge required to manage a major international airport.

PROBLEM SOLVING/THINKING

- F Functional objectives provide general direction to the overall management of the airport operation.
- 4 Analytical and evaluative thinking is required in order to achieve an acceptable balance between the conflicting and urgent demands and requirements of the travelling public and air industry, and the primary objective of maintaining the security, reliability and safety of existing facilities and overall airports operations. There is a certain degree of ambiguity and in consequence a certain degree of difficulty in predicting what helps.
- 50 Lower percentage reflects the significance of general direction provided.

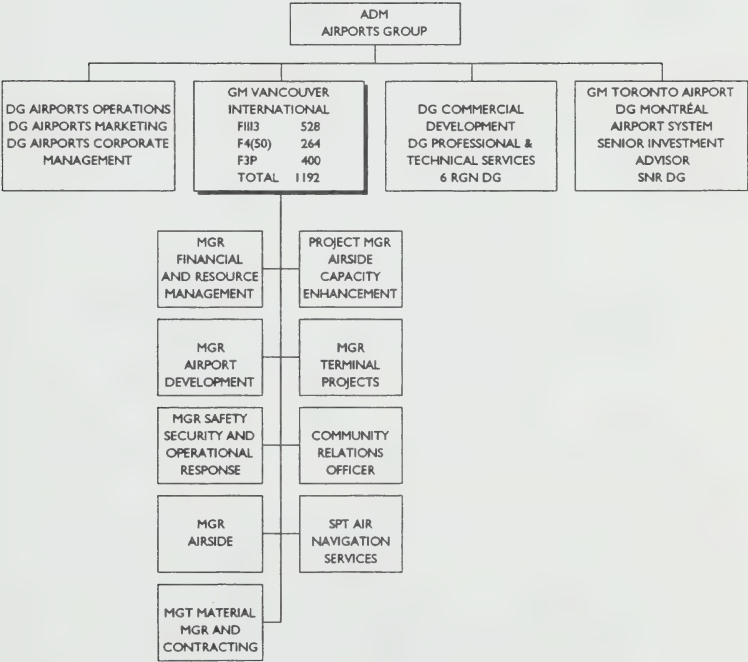
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Assistant Deputy Minister, Airports Group, the incumbent must act independently in critical situations without the benefit of prior consultation.
- 3P The position has effective control over the operations of the airport. The proxy selected to represent these operations is an annual operating budget of \$3.1 Mil (Constant).
- 400 Middle number to reflect the degree of autonomy and the size of the operations.

SUMMARY

FIII3 528	F(50) 264	F3P 400	1192	A3
-----------	-----------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-5-C



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-5-D

POSITION TITLE: Director General, Public Programs

GENERAL ACCOUNTABILITY

Is accountable for planning, developing, and directing a comprehensive strategy for the Department to deliver a nation-wide reference and researcher services program, public awareness and community participation programs; a national grants and assistance program for the Canadian archival community, departmental library services and a nation-wide documentation centre in archival and related sciences.

ORGANIZATION STRUCTURE

This is one of nine positions at the first level reporting to the National Archivist. The others are: Assistant National Archivist; the Directors General, Historical Resources Branch, Government Records Branch, Conservation; Financial and Administrative Services, Personnel Services; the Director, Internal Audit; and the Executive Assistant.

Specific functions of the positions reporting to the Director General are:

Director, Reference and Researcher Services (Staff of 21) manages a national inquiry service on departmental holdings, services and activities; registers, orients and provides information to researchers; manages national capital region reference services; circulates and copies duplicate archival records; and manages national capital region reference services; circulates and copies duplicate archival records; and manages a national program of decentralized distant access to departmental holdings and information.

Director, Communication and Awareness Services (Staff of 23) manages national programs to inform the general public and special interest audiences about the activities and holdings of the department.

Director, Departmental Library and Archival Documentation Centre (Staff of 22) manages departmental library services, its satellites, and a national centre responsible for the accumulation, processing, custody, control, circulation, and access to publications documenting archival sciences and related disciplines.

Director, Archival Community Relations (Staff of 3) provides assistance funding, specialized advice, training and on-site assistance, assistance in joint and co-ordinated projects with other institutions and organizations, and maintenance of a permanent secretariat for the Canadian Council of Archives.

Special Projects Office (Staff of 2) is responsible for complex historical/archival research and writing, co-ordination of assigned public projects, and liaison with academic and special interest groups.

Secretariat (Staff of 1) is responsible for the management of the office the Director-General and for the co-ordination and preparation of assigned Branch plans, reports and documents.

NATURE AND SCOPE

The objective of the Department is the systematic preservation of government and private records of Canadian national significance to facilitate not only the effective and efficient operation of the government of Canada and Canadian historical research, but also the protection of rights and the enhancement of a sense of national identity based on archives as the collective memory of the nation.

This position operates in two environments: in the executive milieu as a member of the department senior management committee and in a line operation as the executive officer responsible for Reference and Researcher Services, departmental public awareness programs, federal government assistance to the archival community, the co-ordination of departmental relations with that community, and the management of the departmental library and information documentation centre in archival and related sciences.

The Department operates in the national capital region, in at least seven centres across Canada, and in London and Paris. The organizational structure reflects a multi-disciplined complex of archival functions, records management, and administrative activities designed to serve the government of Canada internally, and the requirements for archival information by external institutions, corporations, individuals, and the general public.

Archives have taken on new dimensions in their value and use to society. Moreover, rapid technological developments increase the demand and alter the nature of accessibility and delivery of information, particularly the information held in records. Thus, the activities, services, and programs of the Department must shift continuously to accommodate new requirements. The traditional roles remain, but are augmented by new responsibilities and the potential for providing enhanced service to a greater range of users.

There is a continual managerial requirement to balance available resources and existing mandates with the expectations for the Department's services and holdings by current and potential public and private sector users. In addition, there is the direct primary requirement to explain, or to have explained to the media, to researchers, to the archival community, and to the general public, the status of the Department's programs, policies, activities and services. The Director General is, along with the Deputy Head, the principal executive spokesperson on the Department's relationships with the Canadian Council of Archives, and is expected to play an active role in inter-agency, inter-institutional, and inter-governmental committees, both nationally and internationally, for matters concerning the activities of the Branch. The position maintains active contact with associations, organizations, institutions and individuals representing the archival interests of the general and specialized publics, and with those whose decisions impact upon the mandate and resources of the Department.

Major challenges of the job include:

- satisfying, with an efficient, effective, equitable level of service the legitimate needs of a diversified, decentralized, multi-disciplined clientele of professional, technical, and amateur researchers whose wants and needs for archival information sometimes exceed the mandate, jurisdiction, or capability of the Department;
- managing available resources to deliver to the public across Canada knowledge about the services and activities of the Department in a systematic, timely and effective manner;
- instilling awareness and appreciation of the Department into that portion of the population which does not know about or use the institution;
- assisting the archival community in a manner consistent with the mandate of the Department and with the resources available, while at the same time maintaining workable relationships with those institutions, associations, and individuals seeking assistance;
- managing media relations in such a manner as to maintain the integrity of the institution, to abide by legislation, government policies and regulations, and communicate as openly and honestly as possible, often under pressure situations of news breaking events;
- identifying that portion of the Canadian population which should be targeted for attention by the Department at any given time and circumstance, and in the light of competing priorities emerging from within the Department and from outside influences.

The Director General is accountable directly to the Deputy Head for overall planning, management and co-ordination of the activities of the Branch and of the resources assigned to it. The Director General keeps the Deputy Head informed of activities through the submission of formal reports as well as by regular briefings and discussions. Within the context of agreed upon plans and objectives, the Director General acts independently on matters which affect Branch progress and the allocation and use of resources.

DIMENSIONS (Constant Dollars)

Department:

Person-Years	816
Salary, operating and maintenance budget	\$11,290,000

Branch:

Person-Years	75
Salary, operating and maintenance budget	\$ 1,037,683

SPECIFIC ACCOUNTABILITIES

- 1 Ensures that the Department maintains a current and effective strategy for the establishment and maintenance of communication with target audiences of the Canadian population.
- 2 Assists in the operation of the Department by advising on matters of policy, priorities and resource use, and by participating in policy formulation and in departmental strategic and operational planning.
- 3 Ensures effective delivery of departmental assistance to and involvement with the archival community.
- 4 Ensures that the Department and its interests are appropriately and correctly represented to the media, and that events sponsored or initiated by organizational entities of the department are co-ordinated in the best interests of the department and respecting protocol.
- 5 Directs the effective, efficient, and economical delivery of public programs.
- 6 Controls the diffusion of departmental publications, exhibitions, education projects, audio-visual and related projects, to inform the public of the activities, services and holdings of the Department.
- 7 Establishes Branch policies, priorities, plans, procedures, practices and programs.

EVALUATION RATIONALE

Director General, Public Programs

KNOW-HOW

- F Extensive knowledge of the theories, principles and techniques of management and departmental programs and a thorough familiarity with the needs and expectations of user groups and professionals.
- III Department-wide coordination of diverse programs including reference researcher services, public awareness and participation, grants and assistance, library services and a documentation centre.
- 3 Successful achievement of objectives requires motivating a staff of 75 and influencing the public and user groups.
- 528 Middle number indicates the expertise needed to deliver a number of services, department-wide, to a broad spectrum of public users.

PROBLEM-SOLVING/THINKING

- F Thinking within general direction from senior management and broad objectives in developing new programs, policies and strategies for archival management.
- 4 Analytical thinking is required in resolving operational problems and advising senior management on departmental priorities.
- (50) Lower percentages reflect the considerable guidance available from supervisor and departmental policies.

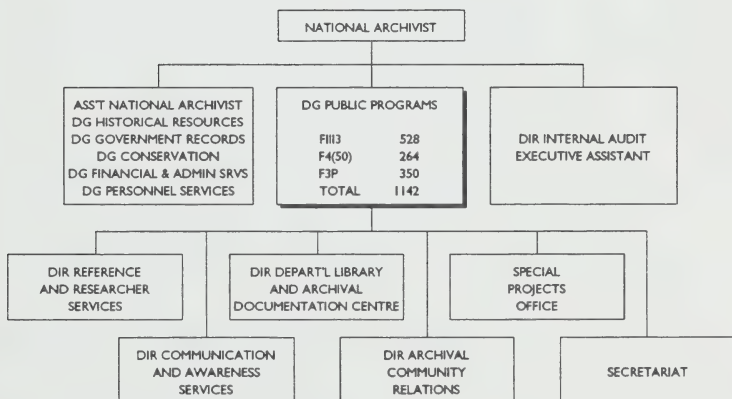
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Deputy Head, acts within general direction and professional (functional) policies in managing the public presentation of archives.
- 3P The position has a primary impact on Branch activities. The proxy selected to represent these activities is an annual operating and salary budget of \$1.03 million (Constant).
- 350 Lower number is consistent with the amount of direction available from supervisor and functional policies and size of budget.

SUMMARY

FIII3	528	F4(50)	264	F3P	350	1142	A2
-------	-----	--------	-----	-----	-----	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-5-D



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-5-E

POSITION TITLE: Regional Director General, Pacific

GENERAL ACCOUNTABILITY

Is accountable for the proper and effective management and administration of all Veterans Services programs in the Region to ensure the provision of economic support, pension medical examinations, social well-being and health care to qualified veterans and their dependants within the Region.

ORGANIZATIONAL STRUCTURE

This is one of eleven positions at the second level reporting to the Assistant Deputy Minister, Veterans Services Branch. The others are: four Regional Directors General (Atlantic, Quebec, Ontario and Prairie); Executive Director, Ste. Anne's Hospital; Director General, Benefits; Director General, Health Care; Director General, Intergovernmental Affairs; Director General, Health Care Advisory; Director General, Program Services.

Specific functions of the eight positions reporting to the incumbent are:

Regional Director, Operations (Staff of 34) is responsible for the development, implementation, maintenance and quality control of programs in the Region to provide for medical, dental, nursing and related health care and pension needs (functional direction from the Directors General of the various divisions of the Veterans Services Branch located in Charlottetown). The incumbent is also accountable for the economic, pensions and other benefits, communications activities in the Region and acts for the RDG as required, exercising all the signing authorities of the RDG.

Regional Director, Management Services (Staff of 23) is responsible for directing the provision of administrative services, organizational effectiveness, systems management and project management and consulting services within the Region.

Regional Director, Finance (Staff of 23) is responsible for directing the provision of financial services for the programs and agencies within the Region.

Regional Director, Personnel (Staff of 6) is responsible for directing the provision of personnel services for the programs and agencies within the Region.

District Directors (4) (Staff of 124) each is responsible for directing the provision of client counselling, income, pension medical examinations, special programs and health-related services through their District operations and overseeing the admission and discharge, the provision of health care, dental, recreation, transportation and chaplaincy services for veterans within the contract hospitals for which the Region has financial responsibility.

NATURE AND SCOPE

The Veterans Services Branch comprises a decentralized organization of 5 Regional Offices, one Sub-regional and 31 District Offices; three veterans homes; and the departmental hospital (1,080 patients).

The Pacific Region covers the Province of British Columbia and clients are served through the Regional Office and four District Offices. The Department provides services to clients which include veterans, civilians and dependants as defined within the legislation and regulations which have been collectively identified as the Veterans Charter. The Branch provides a full range of economic benefits, treatment/medical benefits, pension medical examinations, counselling services, outpatient and recreational services. The needs of veterans are individualistic and are constantly changing as they age. The role of the Branch is one of both provider and facilitator which requires that staff have a detailed knowledge of other federal, provincial and municipal authorities.

The Regional Office, which covers the province of British Columbia, performs functions such as adjudication and administration of the treatment and economic support benefits of the *War Veterans Allowance*/*Civilian War Allowance Act*. The Office administers the Pacific offices of the Lands Branch; the Pacific activities of the Canadian Pension Commission, the Bureau of Pensions Advocates and Veterans Appeal Board, which are the other programs and agencies of the Veterans Affairs Portfolio; the Royal Canadian Mounted Police and the Department of National Defence, as well as other Departments. The District Offices provide medical and dental services, social counselling and other supportive services to veteran clients. Client departments are provided with medical and dental services. Client programs and agencies are provided with personnel, financial administrative and investigative support services from both Regional and District centres.

The Regional Director General is the senior Operations Officer within the Region, and as such has delegated authority to make decisions within the framework of established goals.

The Regional Director General is charged with the full responsibility for the successful implementation of all programs and certain departmental objectives in the Region. The incumbent is expected to plan, organize, direct and control the effective and efficient provision of services within the regional organization through the use of professional managerial concepts and techniques. Specifically, the Regional Director General is responsible for establishing regional policies, procedures and practices to ensure the effective and efficient use of resources, to maximize services to veterans and their dependants and other eligible persons; to promote Remembrance through public relations and public education programs; to maintain effective relationships with senior officials of veterans organizations, departmental programs/agencies, and other federal, provincial and municipal departments/agencies, and to develop human resources and create/maintain an organizational climate conducive to a productive work place.

The Regional Director General participates as a member of the Branch Management Committee, in order to provide comments and critical advice on, and expertise in, the identification, development and implementation of plans, policies and effectiveness measures. The Regional Director General is responsible within the Pacific Region for the quality of all adjudications for War Veterans Allowances, Civilian War Allowances and grants made from the Assistance Fund. It is also the first level of review on appeals made against adjudications.

The incumbent is responsible for initiating negotiations with British Columbia provincial authorities with a view to ensuring an equitable distribution of contract beds for the priority use of veterans and achieving an optimum care/cost ratio within the framework of British Columbia provincial standards. The Regional Director General also represents the Minister, the Deputy Minister and/or Assistant Deputy Minister, at federal, provincial and other functions in British Columbia (such as veterans organization conventions) where departmental representation is appropriate.

DIMENSIONS (Constant Dollars)

Number of Person Years	221
Salary, operating and maintenance budget	\$ 1,900,00
Program Budget including Grants and Contributions	\$27,061,784

SPECIFIC ACCOUNTABILITIES

- 1 Ensures the effective and efficient management of all aspects of programs in the Pacific Region by establishing, implementing and evaluating standards for performance and delivery of service.
- 2 Ensures the quality of all adjudication of allowances and grants made from the Assistance Fund.
- 3 Ensures field input into the decision-making process to provide for the development of new programs and policies and provides feedback based on operational experience and judgement.
- 4 Ensures the well-being of clients and maximization of benefits for veterans, their dependants and other eligible persons by negotiating and consulting with provincial and federal agencies on matters related to the health care of clients.
- 5 Supports the other programs and agencies in the Region through the provision of personnel, financial, administrative and investigative field services.
- 6 Represents the Minister and/or the Department at various functions where Departmental representation is appropriate.

EVALUATION RATIONALE

Regional Director General, Pacific Region

KNOW-HOW

- F Extensive knowledge of administrative policies and practices is required to manage the operations of the Region to provide economic benefits, medical and social services and veterans care. Extensive knowledge of the acts and regulations governing veterans entitlements and departmental operating policies and procedures is required.
- III Operational management and coordination of "one stop services" to veteran clients in the Pacific Region and facilitation and integration of field input into Branch policies.
- 3 The successful achievement of objectives requires the motivation of staff and negotiations with provincial government representatives for veterans' health care and economic support needs.
- 528 Middle number reflects a solid rating.

PROBLEM SOLVING/THINKING

- F Thinking within broad departmental objectives, plans, organizes and directs Veterans Affairs services in the Pacific Region.
- 4 Evaluative and constructive thinking is required to maximize service to veterans within allocated resources.
- (50) Low percentage reflects a noticeable degree of guidance and assistance from precedents and a superior conversant with the activities.

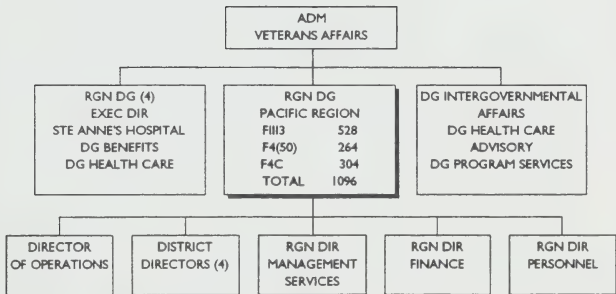
ACCOUNTABILITY/DECISION MAKING

- F Reporting to the ADM, Operations, from whom managerial direction of a general operational nature is received.
- 4C The position has a contributory impact on regional programs. The proxy selected to represent these is an annual program budget of \$27 Mil (Constant).
- 304 Middle number indicates the size of program budget and there is a noticeable degree of control over the management of the programs emanating from HQ.

SUMMARY

FIII3 528	F4(50) 264	F4C 304	1096	A1
-----------	------------	---------	------	----

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-5-E



GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK

NUMBER: TB-4-A

POSITION TITLE: Regional Director (Registrar), Atlantic

GENERAL ACCOUNTABILITY

As Registrar of the Board in the provinces of Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland, is accountable for directing and coordinating the program of the Board, including the processing, investigation and mediation of cases and the operational and administrative requirements of the Board.

ORGANIZATION STRUCTURE

This is one of five positions reporting to the Chairman through a Vice-Chairman. The other four are: Regional Directors (Registrar) of Quebec, Ontario, Central and Western Regions.

Reporting to the Regional Director (Registrar) are:

Labour Relations Officer is responsible for investigation of applications and complaints, mediation of complaints of unfair labour practices and illegal work stoppages and provision of advice and guidance to Boards's "clientele".

Office Manager is responsible for administration, coordination, clerical and word processing support of the Regional caseload.

NATURE AND SCOPE

The Board program has required the establishment of a decentralized organization consisting of five regional offices to serve the more than 35,000 establishments and 700,000 employees located throughout Canada that come under the jurisdiction of Part I (Industrial Relations) of the Canada Labour Code.

The Regional Director (Registrar) manages an operation that provides mediation services aimed at assisting the parties to achieve settlements of labour management disputes, investigation services aimed at obtaining factual information in applications and complaints, registrar services relating to the acceptance and processing of applications and complaints and the provision of advisory services. Factors that can influence the end result include variation in non-discretionary workloads, the complexity of applications and complaints received, tactical manoeuvres of the parties and the prevailing labour climate.

The Regional Director as Registrar for the Board is responsible for the interpretation and application of the Canada Labour Relations Board Regulations and the processing of applications and complaints. He/she is also responsible for the operational requirements including the determination as to whether or not to appoint a mediator or investigator and for the conduct of all investigation and mediation endeavours in the region. He/she is also

responsible for providing information, advice and assistance to employers, employees, unions and members of the legal, academic and industrial relations community on the provisions of the Canada Labour Code and the jurisprudence, policies, practices and procedures of the Board. As the senior representative of the board in the Region, the incumbent is responsible for the promotion of sound industrial relations and for advising the Board on current trends and anticipated developments, in general, as well the actual case load.

The incumbent is responsible for the exercise of broad discretion in the acceptance of complaints and applications having regard to the content, timeliness and authority of applicants and the determination as to whether deficiencies are such as to render an application unacceptable. If, on the receipt of an application or complaint, the Regional Director deems an investigation is necessary or desirable, he/she appoints an officer with authority to examine the books and records of the union or the employer and such other documentation as may be necessary for the determination of the case; provides guidance and assistance to investigators where specific problems are encountered, including the encouraging of the parties to co-operate and, if necessary, obtain an order from the Board to facilitate the investigation.

Where the Regional Director determines that attempted mediation is an appropriate response to a complaint or application, he appoints an officer to assist the parties towards reaching a settlement. The incumbent directly intervenes in extremely complex or sensitive cases or in emergency situations. He/she provides guidance and assistance, where necessary, in the settlement of complaints of unfair labour practices, unlawful strike/lockout applications, applications for consent to prosecute and applications for the filing of Board Orders in the Federal Court of Canada for enforcement purposes. The Regional Director advises the Board on the status of all cases on a continuing basis, including assessments as to whether a hearing will be necessary in cases still in process and the amount of hearing time that would likely be required. The incumbent advises the Board on a continuing basis of changing priorities and assessments of the requirements of each case, (i.e. successful mediation progress can indicate the possible cancellation of a hearing while scheduling a case for hearing may assist in mediation efforts). Also, an unlawful strike application has top priority while a work stoppage is in progress, while cancellation or postponement of hearing may be an appropriate response when operations have returned to normal. In addition to reports on actual cases in progress, the Regional Director advises the Board on developments that may result in urgent cases or in an increase in the volume of work in the Region and on specific problems relating to developments in the region or national problems which are manifesting themselves. The Regional Director, as a member of the Board's Management Committee advises the Board on perceived problems or proposed improvements in the legislation, regulations, policies, jurisprudence or procedures.

Significant challenges facing the Regional Director involve intervening between parties in situations of extreme antagonism which require considerable tact and firmness to retain respect for the impartiality of the Board and compliance with the provisions of the statute. This hostility between parties is apparent in union organizing activities leading to certification applications and becomes more vehement in complaints of unfair labour practices and unlawful strike or lockout applications. While the labour relations jurisdiction is essentially provincial, the more sensitive undertakings are in the federal field which represents interprovincial activities and those declared by Parliament to be in the interests of Canada.

The national implications of railway, airline, longshoring and shipping strikes are readily apparent as also are the international consequences of disruption of the movement of

passengers and goods between Canada and other countries. Even a minor stoppage in one area can affect a whole national system.

The Regional Director is in constant contact with employers, unions and their legal counsel, including national as well as local representatives, both in regard to the provisions of the statute, the regulations and jurisprudence of the Board as well as in regard to specific cases in process and request for extension of time limits. Contacts are initiated to encourage compliance when problems are anticipated on the basis of information received from various sources. When amendments to the Code were about to be introduced to regulate hiring hall practices, provision of financial statements to members and imposing a statutory duty of fair representation on unions, Regional Directors made advance contact to explain provisions of the Bill to unions which would be covered and encourage compliance and minimize the number of cases arising from allegations of non-compliance with the new provisions. Regional Directors are also required to provide information on the impact of other legislation on industrial relations under the Code. Sound advice is necessary for aggrieved employees when the circumstances warrant that they should be referred to the Human Rights Commission or the unjust dismissal provisions of the Code administered by Labour Canada.

The Regional Director handles many inquiries from the legal and academic community and is occasionally required to make presentations or participate in seminars and other functions of unions, employers or educational establishments.

The Regional Director is the essential link between the Board and the Region, advising on all aspects of the application of the program in the region and recommending scheduling, postponement or cancellation of hearings in an environment of constantly changing priorities.

DIMENSIONS (Constant Dollars)

Number of Staff:	3
Salary, operating and maintenance budget:	\$38,123

SPECIFIC ACCOUNTABILITIES

- 1 Maintains a high quality of mediation, investigation and registrar services by establishing and enforcing standards of performance.
- 2 Ensures the identification of issues in cases which may require public hearing or disclosure of additional information, through investigation or further submissions by parties; anticipates problems requiring special treatment and investigates and mediates in especially complex or sensitive cases.
- 3 Develops and implements operational programs, practices, procedures and priorities and evaluates and modifies existing ones as necessitated by amendments to legislation, Board policy changes, and changing industrial relations practices and patterns.
- 4 Develops and maintains liaison with other federal and provincial agencies to ensure cooperation on matters of mutual concern.

- 5 Provides advice and recommendations to the Chairman and Vice-Chairman of the Board on the treatment and disposition of applications and complaints, and keeps abreast of evolving Board requirements and policy through attendance at in-camera meetings of the Board and frequent contact with members.
- 6 Ensures uniformity of mediation and investigation techniques and methods, and manages assigned resources with probity.

EVALUATION RATIONALE

Regional Director (Registrar), Atlantic

KNOW-HOW

- F Extensive knowledge of the principles and practices of labour relations within a number of industrial sectors including the mining, transportation, broadcasting, construction, banking and shipping fields; thorough understanding of the principles and techniques of mediation and of applicable portions of the Canada Labour Code and Board regulations.
- II Operational coordination of the investigation of applications and complaints, and the reconciliation of disputes for the region.
- 3 Successful achievement of objectives requires motivating staff, and harmonizing conflicting interests in complaints.
- 460 Highest number is consistent with the expertise required to manage the delivery of all Board services in the region.

PROBLEM-SOLVING/THINKING

- F Thinking within broad objectives and regulations and the provisions of the Canada Labour Code in determining the depth of investigations and the feasibility of mediation.
- 4 Analytical thinking is required in assessing complaints and constructive thinking in developing appropriate methods of resolution.
- (50) Lower percentage is consistent with the degree of guidance available from policies and precedents.

ACCOUNTABILITY/DECISION MAKING

- F Reporting to the Vice-Chairman of the Board, acts within broad managerial direction in the investigation, mediation and resolution of complaints.
- 1P The position has a primary impact on the regional operations. The proxy selected to represent these operations is a budget of \$38,000 in annual direct expenditures and a staff of 3.
- 230 Middle number reflects the independence of action in resolving industrial disputes and size of budget.

SUMMARY

FII3	460	F4(50)	230	F1P	230	920	0
------	-----	--------	-----	-----	-----	-----	---

GOVERNMENT OF CANADA
EXECUTIVE GROUP BENCHMARK
NUMBER: TB-4-A

